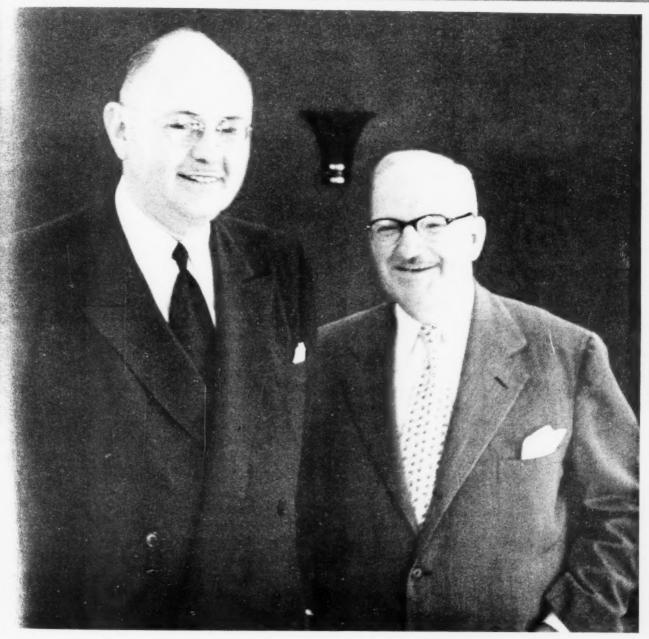
THE MAGAZINE OF MARKETING



Al N. Seares (left) succeeds Arthur A. Hood as chairman, National Sales Executives. See page 62.

SHC FOR WESTINGHOUSE LIKES ABOUT ITS \$2,300,000 TV

MOXIE STARTS TO STIR AGAIN SALES CUES

ANY PRODUCT "LOST IN MANUFACTURE"





Like to get your ideas across for only a few '51 dollars? It's easy . . . with sound slidefilms.

Jam Handy sound slidefilms explain . . . instruct . . . document . . . and prove your points at surprisingly low cost!

Speaking of low costs again . . . that's where The Jam Handy Organization's famous One Stop Service comes in, with other economies. When you permit Jam Handy to assume the entire responsibility for helping you with your picture project, you'll save time . . . management time, accounting time, contact time. And you'll find Jam Handy more than justifies your confidence.

Look at this list of Jam Handy products and services. It's complete and varied and in that list you'll find many ways that Jam Handy can help you with all your group meetings and all public relations activities.

JAM HANDY

Skits Cartoon Comedies Training Manuals Slidefilms Pictorial Booklets **Transparencies** Slides Film Distribution **Turnover Charts** Meeting Guides Tape Recordings Disc Recordings **Promotion Pieces Poster Charts** Banners Training Devices **Quiz Materials** Speech Coaching **Pageants** Stage Presentations Portable Stagettes Meeting Equipment Projection Service **Technicolor Productions** Field Surveys Convention Supervision Advertising Produces More Results
in the Magazine
that Reaches the Most People

and MORE SOUTHERN RURAL FAMILIES READ FARM & RANCHSOUTHERN AGRICULTURIST THAN ANY OTHER MAGAZINE

YOUR BEST BUSINESS PARTNER IN SOUTHERN TRADING AREAS...

Today, with \$10,000,000,000 more spendable cash available than in 1940, Southern and Southwestern farm and ranch families are buying the things they need...in ever increasing quantities. Drugs and sundries... automobiles and trucks...home equipment and food...and in buying, they pay attention to the sales stories that reach them in their preferred farm publication—Farm & Ranch-Southern Agriculturist.

CIRCULATION GUARANTEE 1,290,000 Form & Panch Southern Agricultus

Farm & Ranch-Southern Agriculturist

- Not only reaches more rural readers in the South and Southwest than any other magazine . . .
- BUT it reaches the readers with the most dollars . . .
- Because its circulation is keyed to Southern farm income . . .
 it goes where the dollars are.

There is no safer rule...to get more sales, pick the magazine that has the largest circulation in your market. Write, wire or phone for the number of Farm & Ranch subscribers in any South or Southwestern county. Compare these figures with the second farm publication—and you'll be convinced!



ANCH Form and Ranch

Farm and Ranch
Publishing Co.
318 Murfreesboro Road
Nashville 10, Tenn.
Telephone: 42-5511

New York 17 122 E. 42nd St. MUrray Hill 5-6815

Chicago 1 333 N. Michigan Ave. Dearborn 2-5182 Atlanta 3 410 Forsyth Bldg. Lamar 8811

Los Angeles 17 Simpson-Reilly, Ltd. 318 Holliburton Bld 1709 W. 8th St. DUnkirk 8-1179 Dallas 2 2027 1/2 Young St. Riverside 1181 San Francisco 3

Simpson-Reilly, Ltd 814 Central Tower 703 Market St. Douglas 2-4994

0/0

cials

ions

sion

The COURIER-EXPRESS SELLS

WESTERN NEW YORK

Because WESTERN N.Y.
IS SOLD ON THE
COURIER-EXPRESS

dition to outstanding news coverage, this fine paper carries a choice selection of nationally known feature writers and leading comics.

OUTSTANDING WRITERS

Drew Pearson Josephine Lowman
Walter Lippman Bugs Baer
Ed Sullivan Robert C. Ruark
Joseph and Eleanor Roosevelt
Stewart Alsop Hedda Hopper
Henry McLemore Alice Hughes

the fact that the circulation of the Sunday Courier-Express* is the largest in the eight Western New York counties which constitute the Buffalo market...and that the morning Courier-Express is widely recognized as the best key to sales to those families with the most money to spend.

*290,348 ABC Audit, 9/30/50

COLOR

for Greater Selling Power.

Full color (two, three or four) available weekdays...black plus one color, Sundays.

BUFFALO COURIER EXPRESS

Western New York's Only Morning and Sunday Newspaper

REPRESENTATIVES:
OSBORN, SCOLARO, MEEKER & SCOTT

It Gets Results Because It Gets Read Thoroughly

Sales Management

CONTENTS JUNE 15, 1951

ADVERTISING

Bruce Builds on Branded Flooring

Why the E. L. Bruce Co. has increased its advertising during the past decade despite wood shortages and a sellers' market. 110

"If You Want to Sell the Farmer, Show Him Proof of Profit"

Year-in and year-out education and promotional effort have earned a solid foothold in the farm market for Celotex. Personal selling and farm paper advertising long on figures and case histories are what pay off.

Phonevision: McDonald Figures It Has a Future

Zenith's president totes up receipts from his three-month trial showing of first-rate movies via TV and concludes the time is ripe for Hollywood to become partners in television.

Westinghouse Nets These Returns From Its \$2,300,000 TV Show:

- 1. Great institutional prestige
- 2. Sound product demonstrations
- 3. Enthusiastic dealer cooperation
- 4. Immediate customer response

By J. Gilbert Baird, Sales Promotion Manager, Electric Appliance Division, Westinghouse Electric Corp.

CONVENTIONS

Montreal and Indianapolis Clubs
Take Top Honors at NSE Confab

GENERAL MANAGEMENT

Moxie Starts to Stir Again

Formula for almost killing a profitable company; Reduce product quality, get in bad with the trade, "save" on advertising, and, in general, be expedient. A case history of a 75-year-old company that's beginning to come out of a 20-year tailspin. By Lawrence M. Hughes

MARKET DEVELOPMENT

Curtains for Offices?

Here's a top example of creative selling by a Goodall Fabrics salesman who wouldn't take "no" for an answer and walked away with an order for casement cloths even though venetian blinds had been engineered into the building specifications.

89

MEETINGS

Brake Experts Made in 60 Minutes: All About Grey-Rock Jobber Meetings

Discouraged with the performance of the distributor salesmen who handle your line? Then take a long look at this quickie training plan. It's put a new light in Grey-Rock sales.

By A. B. Ecke

SALES AIDS

Sales Cues for Products
"Lost in Manufacture"

6

SALES POLICIES

New Attacks on Old Sales Problems Lift Volume 120% for Schilling

Sales and profits figures just healthy enough to make you contented with the status quo? That was the case with A. Schilling & Co. Then came a merger, a fresh look at policy. Changes were made. And so came rejuvenation.

By John D. Miller, Executive Vice-President, A. Schilling & Co.

SALES PROMOTION

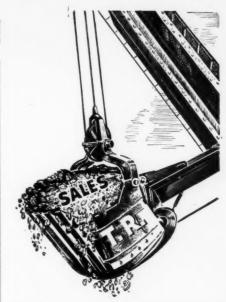
Free: Romance of the Old West With Every Pair of Work Pants

The cowboys, lumberjacks and ranchers who people the advertising and displays to promote Levi's, America's most widely-known overall, have a universal appeal. This type of merchandising sold 7,000,000 pairs in 1950.

SURVEY OF BUYING POWER

DEPARTMENTS AND SERVICES

Advertisers' Index	127	Readers' Service 108
Advertising	120	Scratch Pad 20
Comment		Shop Talk 74
Dear Editor	92	Significant Trends 35
The Human Side	8	They're in the News 40
Marketing Pictographs	65	Washington Bulletin Board 28
		Worth Writing For 126



T. R. PRODUCES VOLUME SALES

₹ Among the 8,500 T. R. Advertisers are approximately 2,000 who use no other media. T. R. produces sales for these companies in sufficient volume to justify their renewal, year after year, in Thomas Register... exclusively.

Indisputable proof that T. R. produces valuable sales contacts at the time buying is contemplated. Proof, too, that—

"8,500 T.R. Advertisers Can't Be Wrong"

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

THOMAS REGISTER

461 EIGHTH AVENUE . NEW YORK 1, N. Y.



NT



Music, music, music!

Nothing gets orders better than calls . . . and no magazine for businessmen rings more bells than Nation's Business. Cash register bells, door bells . . . if you mean business, Nation's Business is your bell-ringer extraordinary. Three-quarters of a million mass coverage of the \$500 billion business market . . . almost twice any business neighbor, double the next two, in fact. Coverage, coverage, coverage! More in any state, county, city, trading area . . . more right in any of your salesmen's or dealer's own backyards. Ask your agency for the NB story. Nation's Business, Washington 6, D. C.

mass coverage of business management

NATION'S BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN



EXECUTIVE OFFICES, 386 Fourth Avenue, New York 16, N. Y. Lexington 2-174

Philip Callab.

EDITORIAL

EDITOR

EDITOR Salisbuly
MANAGING EDITOR A. R. Hahn
ASS'T MANAGING EDITOR John H. Caldwall
SPECIAL FEATURE EDITORL. M. Hughes
ASSOCIATE EDITORS Alice B. Ecle,
Harry Woodward, James M. Singleton, D. G. Baird, Frank Waggoner
CHICAGO EDITORLester B. Colby
WASHINGTON EDITOR Jerome Shoenfeld
ROVING EDITOR A. G. Mezerik
CONSULTING ECONOMIST. Peter B. B. Andrews
DESK EDITOR Mary Camp
ASS'T EDITOR. Mary Peabody, Aileen Weisburgh
READERS' SERVICE BUREAU H. M. Howard
LIBRARIANMary Lou Martin

DVERTISING

PROMOTION	h	И	A	1	V	A	(9	E	R				0	0				E	lli	ot	ł	Eak	in
PRODUCTION		h	A	A	1	1	A	E	,	E	R		0		N	4	à	de	1	ei	ne		Roa	rk
RECORDS																		Ro	35		(d	ıtugi	ne

FIELD MANAGERS

NEW YORK 16, N. Y. Lexington 2-1749 W. E. Dunsby McClenaghan

CHICAGO I, ILL. W. J. Carmichael

SANTA BARBARA, CALIF. Santa Barbara 646 Warwick S. Carpenter 15 East de la Guerra P. O. Box 419

SUBSCRIPTIONS

DIRECTOR				.R. E. S	maliwood
SUBSCRIPTI					
\$8.00 a	year;	Cana	da, \$9.00;	Foreign	\$10.00

OFFICERS

PRESIDENT AND PUBLISHER......Raymond MI GENERAL MANAGER.......Philip Salisbury
ASS'T GENERAL MANAGER...John W. Hartman TREASURER..... Edward Lyman IIII

SALES MANAGEMENT, with which is incorperated PROGRESS, is published semi-monthly eather first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mall to New York office. Entered as second class matter May 27, 1942 at the Post Office, Est Stroudsburg, Pa., under the act of March 3, 1879. Copyright June 15, 1951 by Sales Management, Inc.



June 15, 1951

Member Audit Bureau of Circulations Associated Business Publications

Volume 66

No. 13

it's MANA POWER

that moves merchandise

and more men buy TRUE than any other man's magazine

2-1740

Caldwell

ngleton, aggoner Colby noenfeld Mezerik Andrews Camp risburgh Howard Martin

The Human Side

CALLING ALL FITZGERALDS

Faith, and if your name is Fitzgerald you've got, not just a bit of the aulde sode in you; you've got, in addition, the chance to have a nice, free, colored Coat of Arms. Maybe, Fitz, you didn't even know you had one. So here's the shill: Old Fitzgerald, a whiskey rather than Fitzgerald's pa, is proud of its name. Stitzel-Weller Distillery, which produces the product, is 102-years old. Furthermore, Old Fitzgerald considers itself a "class" item. So when the distillery found that with advertising limitations imposed on the industry it takes some fancy ingenuity to come up with a new way of presenting its product, direct mail looked like the smartest answer. Direct mail to a specific market, that is: all males in the U. S. named Fitzgerald, no less.

S-W decided to use this ultimate in the screening process when some bright boy fastened his eye on the Coat of Arms of the Fitzgerald clan. If your name was Fitzgerald, wouldn't you take kindly to a company with the same name? Especially when it sent you a Coat of Arms, guaranteed to impress any lesser Green Men who don't boast one?

But the distillery started its campaign with a test mailing, not being sure, perhaps, whether Fitzgeralds would cotton to the idea. It sent out to 5,000 Fitzgeralds—selected from telephone books in nine or 10 cities—an announcement-style, plain white envelope, addressed in longhand and containing a copy of the Fitzgerald booklet.

This booklet, titled, "Just a moment, Mr. Fitzgerald . . ." for a stopper, went on to wow the reader with an opening page headline, "You Fitzgeralds are famous!" The—by this time—avid reader then learns that his name



HEY, ARISTOCRAT . . . if your name is Fitzgerald you can have this snooty Coat of Arms. All you have to do is write Old Fitzgerald and let him who will, strive for the Social Register.

is over 800-years old and was founded by one Maurice Fitzgerald, a descendant of the Geraldini family. And, oh, the shame of it all, one of the members of that illustrious Italian family, gone Irish, came to England with William the Conquerer.

The Coat of Arms, says the booklet, dates back to the year 1316. To us it looks like two monkeys rampant on a field of do-not-cross signs. Nevertheless, Old Fitzgerald assures us, and anyone else who can read, that these monkeys got there because a Fitzgerald, by that date Earl of Kildare, while still an infant, was rescued by a pet monkey that carried him from a fire which destroyed his castle. If that story sounds like monkey business, it at least proves that by now the Fitzgeralds were thoroughly Irish.

The rest of the story, full of daring, brave, brawny Fitzgeralds, runs on for several pages, illuminated with drawings of more salient Fitzgeraldiana. And the book ends with a plug for Old Fitzgerald, and tells the whiskey's family history.

Since the Coat of Arms cost Fitzgerald a pretty penny, the booklet contained a stamped card with which the Mr. Fitzgerald to whom it was addressed could request his Coat of Arms. Already the company has received more than 50% of the cards back and on many of them were written complimentary remarks for the whiskey as well. Which proves, believes S-W, that Fitzgeralds are so clannish they even stick together where whiskey is concerned.

The distillery notes that in cities where the campaign has been directed, there has been an increase in sales. Now if some distiller wants a gold mine he should immediately begin to produce a whiskey called "Old Smith." There's a virtually un-tapped market.

"WE ALL GO TO SCHOOL TOGETHER"

At war's end the laundry business was no different from a lot of others . . . Customers began to play fruitbasket-upset. Everybody had a grudge against the laundryman.

And A. L. Foglino, v-p and general manager of L.A.'s big Riverview Launderers and Cleaners, is reasonable enough to see that there's a possibility of the same thing recurring. The biggest shortage, last time, was salesmanship. But it won't happen again.

The laundry is improving its selling now, for business now, but with the long picture of better customer relations later, in the event of an emergency. And it's doing it with "sales meetings" which send all its route salesmen to school. Everyone goes to school together: route men and executives. But to ask these busy men, often tired, to go to school after work hours meant that some value had to be offered. Consequently all Riverview's sales



aurice And, illusd with

to the int on gerald these e Earl a pet ed his it at ughly

awny with book

whis-

enny, Mr. st his more were well. re so con-

paign Now iately here's

erent ruitlaun-

.A.'s hing nan-

iness relaoing men men red,

alue ales

NT







for ...



the times \dots





that try . . .



 $and \dots$



make them . . .



thankful . . .



than ever . . .



Holiday!



What a magazine! Every beautiful page of Holiday puts readers in a pleasure mood ... a buying mood. What a market! Holiday is "the magazine" for the top-income families who are active and alert . . . who go places and do things.

meetings begin with a dinner—a substantial dinner. Each time the dinner is held in a new, interesting place. Dinner's at seven. Meeting's at eight; meeting's over at 9:30, sharp.

Since the purpose is to learn more about how to sell, the program leans heavily on informal discussions, often by the route salesmen themselves. And Riverview learned that, in order to break down tensions of sales people who had never been to a sales meeting, some "corn" had to be served up after dinner, too.

At the first meeting the panel moderator was purposely a little late. The men, many of them strangers to each other, began to talk with each other while they waited. When the moderator arrived he explained, truthfully, why he had stalled. Everyone had a good laugh and the first gap had been bridged.

When someone asked, "What's the company trying to put over?" the answer was just as direct: "To make more money." And the inference that when the company makes money the salesman does, too, was obvious.

Out of the meetings have come some new concepts of meeting the public. And these men who do nothing else, have been able to teach each other: Standing outside on the walk and writing something often arouses a housewife's interest where bell-ringing might generate a brushoff. So does carrying a garment on a hanger, and looking around, puzzled, as if trying to find a house number, in other words, get *her* interested in helping *you*.

As one salesman put it: "If the door is opened," he said,

holding a lighted match, "You have just as long as this match burns to make your sales talk. When it singes your fingers you're through." Brevity, then. That was another thing route salesmen learned to value.

"Leave a Card" is good idea

Out of the sales meetings have come seminars on how to handle such touchy subjects as price increases (Stress quality of workmanship; tell them how the laundry "does it better."), complaints (Agree with the customer, sympathize. A single missing handkerchief can start an argument far out of proportion to value—a customer might even be lost.) and how to solicit new business from a rival laundry's customer. The answer to that one: "I realize you have your own laundryman, but I'll leave my card. If you are every unhappy about your laundry, Riverview would like a chance to show how we work."

Cash prizes of \$10 are awarded to the best talks at each meeting. And the men themselves voted for the best talks—at first. Then Riverview had to step in. The most popular men were getting the dough. Even the men chuckled when Riverview took the awarding out of their hands—for the laundry did it with humor. (One man got a prize when he suggested that all route-men should carry a few dog biscuits in their pockets. The idea has saved many a pair of pants!)

Riverview has already seen its sales records broken since the meetings began. Not only that, the salesmen feel that they've been given a professional status they never had as mere "routemen." It's been a happy arrangement all the way around.



"The best move we ever made"

United Van Lines agents get that welcome comment regularly. The reason: United Pre-Planned service smooths out all details and follows through on the job a boon to busy executives as well as to employees. Another plus in every United move of household goods, factory or office equipment is Sanitized—nationally famous process that safeguards cleanliness. There's a courteous, capable United in your clearliest at the

agent listed in your classified phone book. Call him, write or wire United Van Moving Headquarters, St. Louis 17, Mo.

Sanitized

Helpful Book, Free!

United VAN LINES, INC. Moving With Care Everywhere ... Over 400 Agents in U.S. and Canada

United Van Lines, Inc. St. Louis 17, Mo.

Without obligation, please send your 20-page Picture Pook, "Moving with Care Everywhere"...with helpful moving ideas.

NAME__

ADDRESS

__STATE_

People and their Ideas

as this

s your

nother

n how

Stress

"does

, sym-

argu-

might

rom a

ie: "I

ve my

ındry,

lks at

e best

e most

men

their

man

hould

a has

since

I that

nad as

all the

e

hat

The

rice

ws

ısy

her

old

zed

rds

ced

ed

our

are

as.

ENT

rk."

LYALL

The district sales manager for American Airlines in New York City for the past four years has been named director of passenger sales for the entire system. He's Herbert J. Lyall, Jr.

Said Raymond J. Hurley, chairman, to the annual meeting of shareholders of Thor Corporation last fortnight: "This business was founded on selling. We have already been through two wars. We shall continue an aggressive sales policy no matter what the future brings, because we are convinced that this, and this alone, is the only assurance of success."

Telechron, Inc., a manufacturing affiliate of the General Electric Company, will become a Department of the parent company on June 30. A. F. Fisher will be general manager of the Telechron Department. Ralph J. Cordiner, G-E's president referred to the move as, "a part of the natural evolution of the company's organization through the years."

His classmates at NYU wondered who the distinguished gent was: Now they know. He's Max Geller, president of Weiss and Geller Advertising Agency and New Haven Clock and Watch Co. He's just won his Ph.D., in Government, from the University: All "A's" and a thesis, "The Federal Regulations of Advertising," to be published in book form in the fall.

During late May and early June came a strawberry-rash of new sales appointments . . . Donald H. McIver was elected v-p in charge of industrial sales and George D. Scott, v-p for Pure-Pak sales at Ex-Cell-O Corp. . . . William H. McCauley will head up sales of cotton lines for Mohawk Carpet Mills, Inc. . . . Two new executive sales posts have been created at The Coolerator Company: Frank H. Fisher will become national range sales manager; Walter A. Summers will hold the same post for national freezer sales . . . W. E. Vaughn, a veteran of 25 years with American Can, is its new assistant general manager of sales . . . At Zenith Radio Corporation, Louis J. Chaseman has been appointed s.m. of the Northern Division and Richard J. Behrens, s.m. of the Southern Division . . . E. L. Reibold will head up the New York sales office and Harry W. Tatman the Atlanta office, for Cluett, Peabody & Co. . . . Julius Kayser's new general s.m., in charge of domestic sales, is John J. Murphy . . . Paul L. Lewis is Wisconsin Tissue Mills' new sales manager . . . John M. Toland has been elected v-p in charge of sales at L. A. Goodman Mfg. Co. . . . Philco Corporation has named John J. Moran sales manager of radio.

"Too often is time spent on invention and too seldom on perfection of merchandising techniques," said Walter L. Stickel, national sales manager of the Receiver Sales Division, Allen B. Du Mont Laboratories, Inc., at the recent first Merchandising Clinic



GELLER

of the American Marketing Association, held in New York's Waldorf-Astoria.

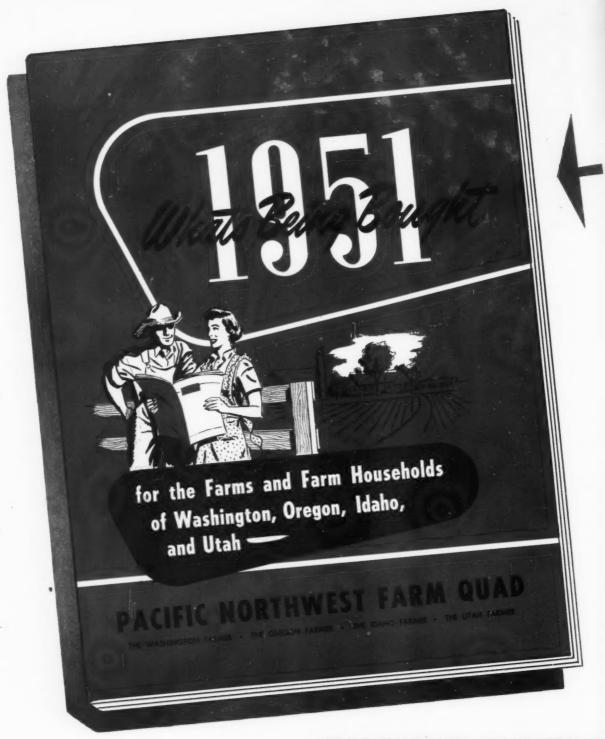
One of the world's largest manufacturers of vending equipment, The Vendo Company, has elected a new executive v-p. He's Robert W. Wagstaff, who began with the company in '45 as general counsel. He's been responsible for sales policies for the company in addition to his legal duties . . . Arthur M. Adler is Helene Curtis Industries' new vice-president. Adler has been with the company since '39, having come to it after graduating from Dartmouth . . . Hans J. Wolflisberg has been appointed v-p of Nestle's Chocolate Company, Inc. He's been with the company 24 years, has served it all over the world in sales, merchandising and distribution posts.



WOLFLISBERG

A great-grandson of the late John Wanamaker, John R. Wanamaker, has been elected to the board of Henry Disston & Sons, Inc., 111-year-old Philadelphia saw, tool and steel manufacturer. Wanamaker began as a clerk in the invoice department of the family store, now serves it as v-p. . . . Emanuel Hochman, has been elevated from sales manager for Buloya Watch Company to the vice-presidency in charge of sales.

Henry C. Speel has been appointed Wyandotte Chemicals Corporation's new director of the important Development Department . . . He'll have charge of all phases of the introduction, market development and technical service of new organic chemical products.



1951 SURVEY COMPARES BUYING INTENTIONS WITH ACTUAL BUYING!

A VALUABLE
GUIDE TO ACCURACY
OF FARMER
BUYING INTENTIONS

For two years in succession the Farm Quad research department has checked with farm residents cooperating in their annual consumer buying intentions survey to determine just how accurate farmer buying intentions statements are. The results of the check—reported in the 1951 edition of "What's Being Bought"—reveal that in 1949 and in 1950 farm residents of the rich Pacific Northwest farm market actually bought more than their buying intentions indicated they would buy.

Sales Outlook



The general manufacturers' price regulation (CPR#22) is the source of much confusion among businessmen. Present ruling, on manufacturers who are affected, permits price adjustments as a result of labor and material cost increases, but prohibits adjustment as a result of increased overhead costs which include sales and advertising expenses.

So, manufacturers face the problem of making sales and advertising dollars go further, work more effectively.

To complicate the picture, men are on the move. In normal times, during a 12-month period, almost half of the key men with buying power or influence change jobs, titles, companies or locations. As during World War II, when the rate and total number of changes accelerated 29% above normal, turnover of manpower today is again on its way up.

Alert management men are using and depending on MECHANIZED SELLING* concentrating their schedules in leading business publications, to assure most effective impact—at least cost.

You may be able to fill orders from inventory . . . or your product may be on back-order. In either event, sales are always dependent upon product acceptance. And, MECHANIZED SELLING—in business publications—works continuously at the job of keeping your product story before your markets.

Mechanized Selling Builds and Protects the Market for your "Product."

*Business Paper advertising, functioning consistently on steps one, two, three and six, can carry a bigger share of the sales load today, and protect your markets for tomorrow.





lly y.

NT



1,000,000 ELKS BUYING AN IDEA!



Every month, in over 1580 communities, more than 1,000,000 men turn to The Elks Magazine in which they take a proud, proprietary interest. When your message—institutional or product-selling—appears in The Elks, you reach one of America's most selective male mass markets. 51.9% of all Elks are business owners... 11.6% are professional men... and many more hold high office in local, state and national governments. At surprisingly low cost, The Elks delivers this nationwide audience of men who think, act and lead.





BARDWELL & McALISTER, Inc.

BURBANK, CALIFORNIA

The Scratch Pad

BY T. HARRY THOMPSON

As we move into warmer weather, it is worth noting that 1951 will be the biggest year yet for the room-air-conditioning industry, according to *Retailing Daily*.

Incidentally, the heat is still on for big-time gamblers, as Senator O'Conor takes up where Senator Kefauver left off.

Out our way, Wanamaker's was the first to offer a Columbia longplay record of the MacArthur address before the plenary session of Congress.

Natural-sounding headline by the New York Stock Exchange: "I never bought stocks before. How do I go about it?"

A pocket-size handbook that gives the fan both a 1951 schedule of all major- and nine minor-league ballgames, as well as a virtual encyclopedia of baseball, has been distributed by *The American Magazine*.

As a follow-up to "The Woodchoppers' Ball," Jack Lutz is working on the lyrics for: "If I Hadn't the Right to Hew."

A local retailer has caught the alleged national confusion. Back in April, he advertised: "Save \$32.50 during our February Sale."

"Happy people are those who are producing something."—Dean Inge.

Orville Reed sees Confucius as saying: "Who say I say all the things they say I say?"

Orville, by the way, knows a fellow who doesn't believe in advertising. Says he tried it one time and it didn't leave him any leisure for fishing all Summer.

On a direct-mail campaign which was distinctly a flop, according to Jim

Collins, the advertising manager was asked: "What actual results did you receive? How many replies?" The answer: "You know what Paul got back from the Ephesians!"

Ralph Cordiner, new president of General Electric, says: "The amount required as provision for federal taxes on income in the first quarter of this year was more than double that for the corresponding period last year." The italics are mine.

A mammoth, suburban apartment-development near me has perhaps 18 protected play-areas for the small fry, with chutes, see-saws, swings, and other equipment. So, where do the kids play? In the streets, on the lawns, in the driveways, in the parking-lots!

OLD-TIMER: One who still calls kerosene "coal oil."

The Greeks had a cute name for a fellow who feared marriage. He was a "gamophobe."

From the consumer point-of-view, one of the nice things about printed advertising is that you can take it or leave it, without skipping the surrounding entertainment or information. Only way to duck a windy commercial is to turn the set off.

I liked Senator LeBlanc's answer to what Hadacol's good for: "About \$4 million, net, a year," as reported by our own Pete Woodward.

I can remember when "T. R." meant one thing: "Teddy Roosevelt." An SM advertiser now makes it mean "Thomas Register."

In a super market, a woman does her shopping a la cart.

People who love in glass houses should pull down the shades, as *Tipe-Dreams* sees it.

One Great Metropolitan Newspaper — the

Cleveland Plain Dealer

Gives You Local Coverage
Of This \$4,000,000,000 Market!

NEW PHILADELPHIA	DOVER MILLERSBURG	MT. VERNON	MARION	
ALLIANCE THE	700	ASHLAND MAN	SFIELD	
SALEM	Tell Vell	ASHLAND	BUCYRUS	CAREY
DAVENINA	WADSWORTH LODI	1	SHELDT ALIT	14
TO THE PARTY OF TH	MEDINA	WELLINGTON	The state of the s	TIFFIN FOSTORIA
A INC. SULUM		HE TO SHEET	NORWALK	YDE
WARREN WARREN	CHARDON CLEVELA	ND ELYRÍA	BELLEVUE	EREMONT
Will son		LORAIN	VERMILION SANDL	ISKY JULIAN !
GEN	PAINESVILLE	an all a	THE STATE OF	lie .
ASHTABULA	The second secon		2	
CONNEAUT				V

ONE newspaper — ONE coverage — ONE LOW COST

LAKE ERIE

The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

ON

you The

got

t of punt eral rter uble last

fry, and the the

alls

for

He

ew, ited or sur-

mandy

ver out ted

R." lt."

ean

oes

ses

NT

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,547,706,000	\$1,222,735,000
Food Sales	392,224,000	290,386,000
Gen. Merchandise Sales .	235,613,000	100,135,000
Drug Sales	47,691,000	26,515,000
Furn., Hsld., Radio Sales .	81,637,000	57,977,000
Eff. Buying Income	2,484,344,000	1,794,240,000
*Akron, Canton, Youngstown not included.	Figures - Sales Manag	gement Survey, May, 1951



PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta



first again..

with NEW ALL-FREIGHT DC-6As

Designed to carry Airfreight only, the new Douglas DC-6A super-freight plane has greater capacity and flies faster than any other Airfreight transport in commercial service.

A natural "first" for Slick Airways?

Certainly—and sure to meet with the hearty approval of shippers who know Slick's reputation for "fast and first" deliveries.

With the new DC-6A, **Slick** now offers faster coast-to-coast Airfreight schedules (9 hours flying time)—and at regular rates! Because **Slick** carries Airfreight only there are no delays or "offloading" of shipments due to passenger, mail, or express priorities. All schedules are designed to meet the needs of shippers.

Your nearest **Slick** representative will be glad to discuss your Airfreight problems with you.





Scheduled Certificated Airfreight Carrier

3000 NORTH CLYBOURN

BURBANK, CALIFORNIA

WRITE DEPT. 104 FOR BOOKLET DESCRIBING SLICK'S NEW DC-6A SERVICE

If I read the item correctly, newspaper costs for the fourth straight year have been gaining on income . . . a sad situation for such an indispensable institution.

Any tax on advertising per se is cockeyed thinking, no matter which side of the Senate aisle falls for it.

That was a neat play-on-words when a man introduced three members of the Dodgers team on TV with the words: "A trio grows in Brooklyn."

No, Tessie; the Lavoptik Company would hardly go for your slogan: "It's a lot of eye-wash."

"B.P.O.E." doesn't mean "Best Position on Earth," but the column welcomes *The Elks Magazine* as a top-of-column, next-to-reading-matter advertiser. I hope our readers will also give a few moments to the *Elks* messages.

The copy-man assigned to G-E television seems to be impartial on the always controversial subject of hyphens. He writes it thus: "Life-size, lifelike," in the same line. Since there are no rules worth following, guess he's as right as anybody.

"Corporate profits help increase flow of income to all classes," says an editorial in the *Satevepost*. Sure! Let's not kill the goose that lays the golden eggs, *any* of us, since *all* of us benefit.

On the other hand, I'm not sure I like Esso's play-on-words: "Quit stalling...get Esso." The figurative side of the play has an unpleasant tone, unintended, of course.

Someone at the Sherwin-Williams agency responded to the memo to come up with a theme-song. He produced: "Weatherated," which, I think, will grow on you.

Listening to a commercial on Bufferin, the pain-reliever, the Mrs. adlibbed: "Bufferin for sufferin'."

Just gagging, I might say that people with hypertension will rush to buy a new iron by Universal. It's called: "Stroke-Sav-r." Bree Foor Products

Sweet's distributes
42,000 copies of this
12-page Bruce catalog

to architects, ntractors and builders.

ewsaight come

se is thich

nem-TV

pany gan:

Best

umn

as a

atter will Elks

G-E n the hysize, Since ving,

rease

s an ure!

the

of us

sure

Quit ative sant

) to

pro-

Bufad-

that

h to

It's

INT



(and kept) in the hands of all important buying and specifying factors. This explains why E. L. Bruce Co. has used Sweet's Service every year for the past 29 years."

Harvey Creech, Advertising Manager E. L. Bruce Co.



Sweet's Catalog Service

DIVISION OF F. W. DODGE CORPORATION • 119 WEST 40TH STREET, NEW YORK 18, N. Y.

Gets the right information—to the right people—at the right time.

Sweet's handles more catalogs than any other organization—this year over 38,000,000 copies for 1,280 manufacturers.



This booklet tells you about all the things you can get from Sweet's Catalog Service. Shall we send you a copy?

SOFT DRINK PREFERENCE, USAGE VARIES WITH AGE, ECONOMIC GROUPS.

Children Influence Type of Purchase

Ninety-two per cent of the families in St. Paul buy soft drinks, but the incidence of use is significantly effected by the economic status of these families.

ANNUAL INCOME	Per Cent of Families Buying
Under \$2,000	83%
\$2,000 - \$2,999	88%
\$3,000 - \$3,999	92%
\$4,000 - \$5,999	95%
\$6,000 - \$7,499	98%
\$7,500 and over	99%

However, when this high usage is broken down into the various types of beverages, some interesting variations are apparent, especially when compared with family characteristics. First consider the per cent of families buying in the various beverage classifications by income status:

Type of Beverage		Annual Income \$4,000 and over
Root Beer	70%	71%
Cola or Kola drinks	62%	76%
Ginger Ale		53%
Sparkling Water		32%
Other fruit flavored or		
carbonated heverage	520%	580%

While root beer buying habits in the two groups are equal percentagewise, sparkling water buyers are more than double in the higher income groups.

Another important consideration for soft drinks' use is whether or not the families have children.

Type of Beverage Root Beer	No. of Children 63%		3 or more Children 78%
Cola or Kola drinks	61%	67%	79%
Ginger Ale Sparkling Water		48%	20%
Other fruit flavored or	-0,0	/-	/-

Note here that families with children show a significantly higher incidence of purchase in the root beer, cola and other fruit flavored type of beverage. Ginger ale and sparkling water remain consistent.

Age of the housewife is also a factor in type of soft drink preference:

Type of Beverages	Under 30	30-40	40-50	Over 50
Root Beer	69%	73%	76%	65%
Cola or Kola drinks	69%	71%	73%	58%
Ginger Ale	30%	47%	47%	45%
Sparkling Water	17%	25%	25%	16%
Other fruit flavored or				
carbonated beverage	s 58%	58%	57%	45%

After fifty there is a definite drop in per cent of buyers. Ginger Ale suffers the least with a loss of two percentage points and cola drinks, the most with 15 percentage points.

The refinement of consumer characteristics given here represents just one of the 150 classifications studied in the "1951 Consumer Analysis of the St. Paul Market."

Get analytical data on the performance of your product in the St. Paul market. Write Consumer Analysis, Dept. No. 11-G, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minnesota—the Northwest's Morning, Evening, and Sunday newspapers with the market-tailored circulation.



WASHINGTON

Bulletin Board

TRANSIT RADIO

▶ The Court of Appeals decision wiping out transit radio was carefully written to apply to only one kind of captive audience: people forced to listen by an exclusively franchised utility. Its whole point was that transit radio rests on a government granted monopoly; also it distinguished between radio and car cards, which people don't have to look at.

It's not altogether clear that street car radio outside of Washington, D. C., is affected. The D. C. franchise was granted by Congress and those in other cities by local commissions. The decision was based on constitutional restrictions of what Congress can do. But lawyers think it does apply. The opinion is being appealed to the Supreme Court.

The local station, WWDC-FM, never seemed to be making much money. There was always a high turnover of advertisers, indicating high sales costs. Rates were low. The company had to pay around \$25,000 a year rent to the local transit company and to keep the receivers in good condition. There were few national accounts; most of the advertising was by small merchants.

CONGRESS

▶ Unless your taxable income has gone up, you may not have to pay higher taxes until next year. There's a good chance that the tax bill will have been completed too late to apply to 1951 income.

The new or additional excises will chiefly be payable by manufacturers. Consumer taxes, with a few exceptions, won't go up.

The Senate Small Business Committee has dug up a lot of interesting details about how Defense buying actually is done—in contrast to the way it's described in procurement manuals. The announcement of awarded contracts is usually slow: hence salesmen are too late when they come around for sub-contracts.

Procurement officers' letters to peo-

ple asking for bid forms, blue prints, etc., often acknowledge the request, adding that no forms are in stock. The officers don't like to add names to the lists of concerns eligible for negotiated contracts: It just means more work. A new list must be printed and circulated; one more proposal must be examined.

► Senator Benton has a bill to create a "National Citizens Advisory Board" on radio and television — one that would, so to speak, publish an annual Blue Book, critical of stations and of programs.

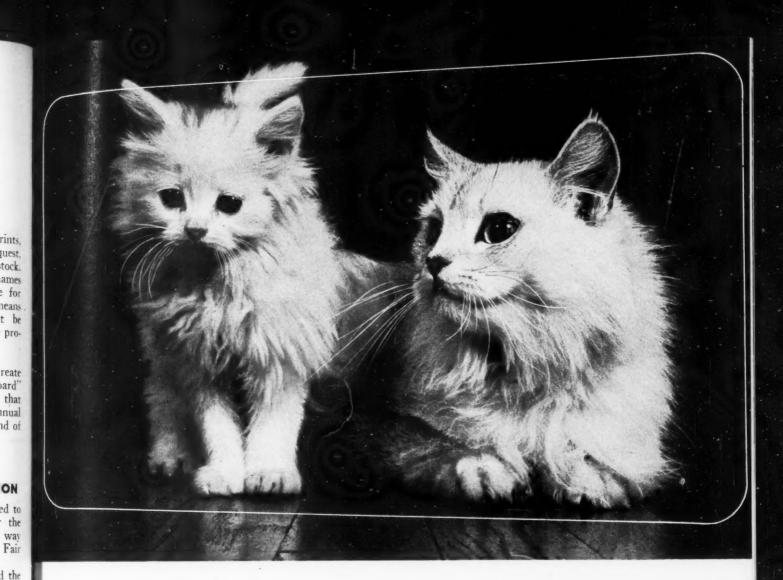
FEDERAL TRADE COMMISSION

► The Commission is being asked to enjoin sales below costs under the Robinson-Patman Act. It's one way to save something from the Fair Trade agreements.

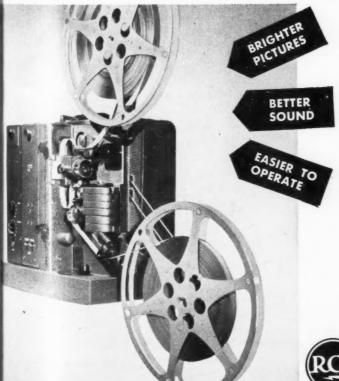
Months ago, grocers had asked the Commission to write such an injunction into a sales code. Draftsmen said that it couldn't be done: The law only prescribes loss leaders aimed at injuring competition. It's hardly likely that FTC can stem price wars by large retailers; there's also a question of whether it will try.

NATIONAL PRODUCTION ADMINISTRATION

- ▶ Officials continually insist that markets will get genuinely tight through the summer. Tight markets had been forecast for the spring but failed to appear, so that the new forecasts come up against considerable skepticism. However, pretty deep cuts have already been ordered in the amounts of steel, copper and aluminum that may go into civilian use; the ban on new construction is severe and, it is said, will be interpreted more and more harshly.
- NPA men generally expect the cuts they are imposing to bring sellers' markets in consumer goods before the end of the year, present trends notwithstanding. It's not clear, however, whether they sufficient



The RCA-400 brings out the Best in your 16mm films



said law

ardly wars ques-

that tight

rkets

but

forerable

deep

the

use; evere reted

the

sel-

be-

not iffici-

ENT

You see sharp, clear pictures on the screen when your 16mm films are shown with the RCA "400" projector. Increased screen illumination gives pictures greater brilliance. More striking contrasts make screen images sparkle with realism.

You *bear* richer, more enjoyable tone. Voice, music and sound effects are reproduced with the quality you are accustomed to in movie theatres.

The RCA "400" projector is easier to thread than any you have ever tried. Controls are conveniently located for simplified operation.

RCA NEW "400" JUNIOR is a lightweight, easy-to-carry, single-case 16mm sound projector of fully professional quality.

RCA "400" SENIOR provides theatre quality reproduction of 16mm sound films for larger audiences, auditoriums or larger rooms.

Write Dept. R-74 for complete details



VISUAL PRODUCTS

RADIO CORPORATION OF AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

if you're tired of hearing...



or



THEN SPECIFY

Flying Tiger Air Freight



Whether your air freight is large or small—heavy or light—Flying Tiger takes it all!

A single Flying Tiger Liner takes any load up to 20,000 pounds...and Flying Tiger has a fleet of 35 specially designed air freight liners, on multiple daily schedules, that carry anything from locks to lathes—from tools to tractors. Air Freight is our exclusive business—there's no competition from mail, passengers or express—so your freight has top priority from door to door 365 days of the year.

REMEMBER...AIR FREIGHT IS A LOT CHEAPER THAN AIR EXPRESS AND AS FAST OR FASTER...IN MANY CASES FLYING TIGER RATES ARE LOWER THAN RAIL EXPRESS. Compare these low eastbound rates...ask how they apply to your products.

Sample 100 lb. rates from West Coast to	Chicago	Detroit	Cleveland	Philadelphia	New York- Newark	Boston
Flying Tiger AIR FREIGHT	\$10.50	\$12.00	\$12.30	\$14.40	\$14.70	\$15.60
Air Express	55.00	64.60	67.80	77.40	77.40	77.40
Air Parcel Post	72.03	80.00	80.00	80.00	80.00	80.00

HERE'S HOW TO SAVE 10 WAYS

With Flying Tiger Scheduled Air Freight

- 1. Little or no crating.
- 2. Lowest record for loss and damage.
- 3. Lower insurance cost.
- 4. Highest insurance protection.
- 5. Reduced warehousing.
- 6. Lower inventories.
- 7. Faster turnover of capital.
- 8. Overnight service on products and parts across the nation.
- 9. No terminal tie-ups.
- 10. Door-to-door delivery.

For full information and an air freight analysis of your products, call your nearest Flying Tiger representative or write to...

The Flying Tiger Line Inc.

FLYING TIGER ...

a better way of shipping, a better way of buying, a better way of selling, anywhere, any time, anything. GENERAL OFFICES LOCKHEED AIR TERMINAL LOS ANGELES, CALIFORNIA

Agents in principal cities throughout the world.

.. WORLD'S LARGEST OPERATOR OF AIR FREIGHT AIRCRAFT



ently allow for the vast amount of goods already purchased.

It's not yet clear whether the construction order will prevent putting up new TV broadcasting stations as FTC once more licenses new stations. The chances are that it will. By September all structural steel will be allocated; it's not to be expected that there will be an allocation for television. In the absence of new TV territory, the market for sets looks bearish for awhile.

OFFICE OF PRICE STABILIZATION

- ▶ Ceilings for particular products, like those covered in the temporary Manufacturers' Regulation, are based on direct costs—materials and labor. Increases in promotion costs are not taken into account. That's the record so far. However, officials say that there's no rule about it. It may be different with later regulations, now in the works.
- ► The OPS budget for next year contains no money for rationing, a lot of additional money for enforcing the ceilings.
- ▶ One problem of the Agency is to convince people that there will be more inflation, without, however, instilling so intense a belief as to spark a new buying wave. One embarrassment is that in the price wars nobody finds it even worth while to advertise "Below Ceiling"—which seems to be taken for granted.
- ▶ If OPS gets authority to license all business concerns, such as OPA once possessed, it will at once license whoever happens to be in business as of some given date. Then, after Court proceedings, licenses will be withdrawn from violators.
- ▶ Advisory committees for various kinds of wholesalers and retailers will be created in a little while.
- ▶ The Bureau reports that twothirds of the country's retail stores do \$50,000 a year or less. Their combined trade accounts for around 15% of the retail sales.
- ► The number of home owners is increasing even faster than the number of new families. From 1940 to 1950, the number of families increased 7.5 million, the number owning their own homes by 8.5 million.

int of e conutting ons as v stawill. el will pected n for v TV looks ducts, orary based labor. e not record that ay be , now year , a lot ng the is to ill be er, inspark rrassobody rertise to be icense OPA icense ess as Court witharious s will twostores com-15%

ers is num-40 to s in-OWNllion. ENT

No other point-of-purchase unit... Salansi Ji Aling Alians JUMINUM NOW SCARCE THE IRON FIREMAN will outlast the "duration" so well! PROBLEM? How to do the vital job of maintaining brand acceptance if shortages of point-of-purchase materials, or even of your own product, handicap your promotional activities.

SOLUTION! Long-lived Telechron ad clocks, placed in key spots now, will keep your name in the public eye for the duration... and beyond. No other point-of-purchase unit seen so often, so welcomed by a dealers—so useful to deale TELECHRON INC., 166 Pleasant Street, Ashland, Mass. I'm interested in more information about Telechron ad clocks and the self-liquidating plans for promoting them. TELECTRIC AFFILIATE. clocks and self-liquidating plans. 15" ILLUMINATED AD CLOCKS (Minimum quantity, 100) ☐ 12" NON-ILLUMINATED AD CLOCKS (Minimum quantity, 100) elechron 8" CLOCKS for use in displays or dispensers (Minimum quantity, 50) PROMOTION CLOCKS (Minimum quantity, 250) ADVERTISING CLOCKS

- PRODUCT REPLICA CLOCKS (Minimum quantity, 500)

I am interested in.....(No.) Clocks

Your All-Time Point-of-Salesmen



pulling power

If you want to pull a crowd it pays to choose a husky carrier. The U. S. Census of Business reveals that there is a marked difference in family retail purchases between the 3 city and suburban areas of New York, Chicago and Philadelphia—and the remainder of the United States.

The average family in the 3 city and suburban areas spends 5% more for Drugs, 31% more for Food, 33% more for Furniture and Appliances and 103% more for Apparel than the average family in the rest of the U. S.

FIRST 3 Markets Group delivers about two-thirds' coverage of all the families in the 3 compact metropolitan areas. To pull a crowd put your advertising in . . .





NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER

rotogravure colorgravure

picture sections magazine sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior :-0043

San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Cal., 1427 Wilshire Blvd., MIChiga: 0578

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending June 15, 1951

MASSACRE ON 34TH STREET

My wife has what is theoretically the perfect solution for those who espouse Fair Trade on branded items. "If every housewife were encouraged by the Fair-Trading manufacturers to take advantage of such offers as an \$89.95 Lewyt vacuum cleaner for \$52.48, and would buy nothing else in the store, then the price cutters would jerk their prices back to the Fair Trade minimum."

She's got a point. Obviously, Macy's and others cannot make a profit on the items they slash, but depend for profit on articles on which they have at least a normal markup. But housewives can't be depended on to buy only the known bargains, and I had to tell my wife that her idea was impractical.

Only hourly bulletins could keep you up-to-date on developments set off by the Supreme Court decision on Fair Trade. What a Sunbeam Mixmaster will be selling for at Gimbel's when you receive this copy of SM will depend on what Macy's is doing, whether either store is able to replenish stocks, and whether Macy's decides that while it may be fun for a while to throw the retail world into turmoil, there's more money to be made by limiting its price cutting to the more conservative 6%.

The immediate practical effect of the Fair Trade decision seems tied in with the two factors of inventories and general business conditions. When there are heavy stocks to draw upon, as is true of consumer appliances, price wars will probably continue until goods become scarce. If Macy's runs out of merchandise on a price-cut item and the manufacturer refuses to sell them any more—as Eversharp and others have done—they will manage to pick up distress stocks here and there—but that's expensive, and the store soon will find an excuse for putting the price back where it belongs. At any rate that was true before the Miller-Tydings enabling act was passed.

If the over-all sales picture takes a turn for the better, if we have a sellers' market instead of a buyers' market, then stores will be much more likely to take their normal rate of profit.

THE LEGAL ASPECTS

Your editors sent telegrams to all manufacturers whose goods were listed in Macy's newspaper double spread of May 29, asking whether the companies planned court action under New York's Feld-Crawford Act, whether they would continue to sell non-signing price sale violators and what were the plans they had for meeting the crisis resulting from the Supreme Court decision.

The replies indicate that practically no manufacturers were anticipating an adverse decision by the Supreme Court, that they have no settled plans, and are awaiting recommendations from legal counsel.

A riddle which many lawyers are trying to answer is:

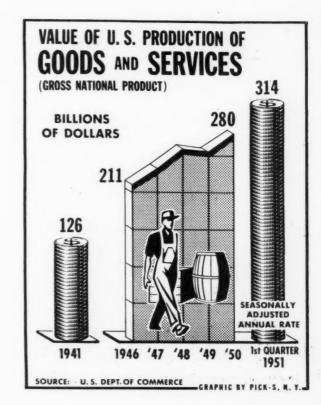
Precisely, what is interstate commerce? And, just what has to be done to "domesticate" a company so that it is fully protected under the non-signer clause of the law in a specific state? One Midwestern company wired us that it has no redress under the New York Feld-Crawford Act because it has no New York corporation to sell to through wholesalers.

But those who anticipate little trouble seem to be in the minority, and the increasing seriousness of the situation was highlighted at a special Fair Trade meeting of the Sales Executives Club of New York on June 5, which produced a record turnout, with more than 200 members turned away because the banquet room was jammed.

The best summing up we have seen of the true meaning of the Supreme Court decision was contained in a special bulletin by the Bureau of Education on Fair Trade from which we quote:

"The Supreme Court has actually upheld the constitutionality of the Miller-Tydings Act while denying that it covered the non-signer clause in interstate commerce. What is granted by the Miller-Tydings Act, the Court's majority opinion says, 'is a limited immunity. . . . The Act sanctions only contracts or agreements.' The decision also says that a distributor and one or more retailers can 'if state law permits . . . fix minimum prices pursuant to their contract or agreement with impunity.'

"Legal experts now studying the decision believe this is a positive gain although they do not minimize the fact



QUIRER

0578

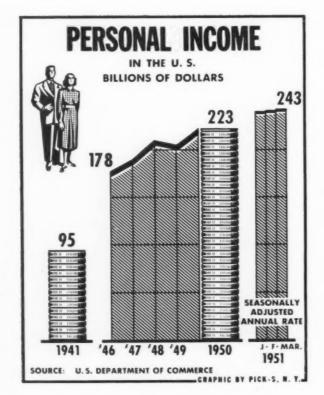
ENT

that the non-signer clause has been killed in interstate commerce unless and until new Congressional legislation can be obtained which will restore it. Nevertheless Fair Trade as a principle, operating through contracts made under state laws, has been upheld by the Supreme Court in interstate commerce. The unanimous 1936 decision of the Supreme Court did not touch this question, for it was handed down before the passage of the Miller-Tydings Act. The 1936 decision upheld the constitutionality of the state Fair Trade laws as they operated in intrastate commerce. The recent Supreme Court decision does not upset the earlier one and actually goes beyond it by validating signed Fair Trade contracts in interstate commerce. Where this latest decision differs from the earlier one on a fundamental point is with respect to the non-signer clause. The 1936 decision upheld the non-signer clause in state Fair Trade laws on an intrastate commerce basis. The 1951 decision does not uphold the non-signer clause in interstate commerce; but it does not invalidate the non-signer clause in intrastate commerce.

WHO OWNS A TRADEMARK?

Back in 1936 the Supreme Court upheld price fixing in intrastate commerce. Old Dearborn, a Fair Traded liquor, was transported from a manufacturer outside the state to his distributor within that state (who was empowered to execute Fair Trade contracts in that state on behalf of the distillers) and thence to wholesalers in the state who resold to retailers within the state.

In this ruling the Supreme Court held that the trademark was property which the retailer did not own. Its decision said: "The primary aim of the law [Fair Trade] is to protect the property—mainly, the good-will—of the producer, which he still owns. The price restriction is adopted as an appropriate means to that perfectly legitimate end, not as an end to itself."



This view and the following position on a non-signer clause has not been overturned by the latest court decision.

"Section 2 reaches not the mere advertising, offering for sale or selling at less than the stipulated price, but the doing of any of these things wilfully and knowingly. We are not called upon to determine the case of one who has made his purchase in ignorance of the contractual restriction upon the selling price, but of a purchaser who has had definite information respecting such contractual restriction and who, with such knowledge, nevertheless proceeds wilfully to resell in disregard of it. . . . Appellants were not obliged to buy; their voluntary acquisition of the property with such knowledge carried with it, upon every principle of fair dealing, assent to the protective restriction, with consequent liability under section 2 of the law. . . . Section 2 proceeds upon the theory that the sale of identified goods at less than the price fixed by the owner of the mark or brand is an assault upon the good will and constitutes what the statute denominates as 'unfair competition.'

INSTITUTIONAL ADVERTISING

So-called institutional advertising has been taken for a bumpy ride recently—first by Fortune last year, and most recently by the Harvard Business Review and by a news letter of Grey Advertising Agency. For example, Grey says: "Surely it is obvious that institutional advertising does not and cannot create brand demand and brand preference. The best that institutional advertising can hope to accomplish is to create consumer acceptance for a brand—and the unfortunate truth is that too many brands merely have acceptance. Acceptance for a brand is a passive, wishy-washy marketing state of affairs. It is precisely the factor that makes the public quite agreeable about accepting one known brand or another."

We certainly agree that institutional advertising has its limitations—but we also are highly skeptical of the ability of any advertising to produce an unswerving brand demand—except in the case of low-priced fixed consumption items. When it comes to postponable purchases, advertising must be teamed up with other factors such as store display and especially by personal selling. Just recently I bought a power lawn mower. The transaction was described as case 46 in our continuing feature "Adventures in Shopping" (p. 48, 6/1/51). I had seen many advertisements of the Reo power lawn mowers in which the particular features were emphasized. But I wasn't interested in any power lawn mower and I didn't read the details of the Reo features.

Then came along a good salesman. He got me interested in having a power lawn mower and most particularly in getting a Reo mower. I accepted a Reo because I was familiar over a long period of years with the name.

Now—and for the first time—I find myself reading the Reo ads from top to bottom. I suppose I'm looking for talking points to justify what seemed—after I signed the check—an extravagant and unnecessary purchase.

We feel that there's a place and a need for both brand advertising and institutional advertising. We'll have more to say about the latter type.

PHILIP SALISBURY Editor

This is the story of what happened when an old and successful company made these policy changes:

- 1. They modernized all packages, introduced new items.
- 2. They enlarged the sales force to intensify work with dealers.
- 3. They expanded sales promotional effort through demonstration, premiums, new sales tools.
- 4. They increased advertising, added new media, improved point-of-purchase materials.

New Attacks on Old Sales Problems Lift Volume 120% for Schilling

Based on an interview by Elsa Gidlow with JOHN D. MILLER Executive Vice-President, A. Schilling & Co.

Sales and profits figures just healthy enough to make you contented with the status quo? That was the case with A. Schilling & Co. Then came a merger, a fresh look at policy. Strategic changes were made. And so came rejuvenation.

A transfusion of some progressive new merchandising policies into the bloodstream of the sturdy old-established firm of A. Schilling & Co., tradition-laden San Francisco spice and coffee house, has resulted in a remarkable new business growth. The growth, steady and cumulative since the start of changes in 1947, has now reached 120% over 1946, the last year of the old policy.

As told by big, quiet-voiced John D. Miller who, since 1948 when he was made executive vice-president, has directed operations, it's an illuminating story. Illuminating, because it shows how, in even a successful company, once-vigorously growing ideas and policies may harden into over-conservatism and become ineffective in a modern market . . . and how judicious pruning of dead wood

and adoption of new methods can bring about a new period of sales expansion.

The occasion for the changes at Schilling was the merger with another large spice, tea and extract house equal in prestige and nearly as old: McCormick & Co., Baltimore, Md. The merger took place in May, 1947, resulting in what is now reported to be the largest spice and extract house in the world.

It was a business marriage in which the partners retain their respective identities. Schilling has been predominantly a western brand; McCormick had operated and sold east of the Mississippi. But prior to the merger each was expanding into the other's region. After the merger each withdrew its brands to "home" ground. A line was drawn roughly 100 miles

west of the Mississippi River and the territory looking to the Pacific from that line became Schilling's. Exceptions to this segregation of brands were Schilling's coffee and McCormick's tea. We will go into that later.

After the merger which made A. Schilling & Co. the West Coast Division of McCormick & Co., the western firm continued to be operated largely under the same basic business policies which had won it consumer and dealer respect and made and kept it successful through the years. But there were some notable changes—those significant to the selling operation:

- 1. Complete re-design of all packages and labels; standardization of sizes of cans; addition of new items needed on today's market.
 - 2. Intensification of direct selling:
 - (a) Through enlargement of the sales force and increase in the number of head salesmen.
 - (b) By distribution through company-owned warehouses instead of those run by their owners, with two exceptions.

JUNE 15, 1951

37

but the ly. We ho has ual reer who ractual theless

ecision.

Appelnisition , upon tective n 2 of y that xed by

on the

for a , and d by a ample, adverd

ptance many brand . It is reeable

g has

of the brand sumpes, aduch as ist reaction "Admany which wasn't

interarticuause I name.

read

brand more

ENT







... HELD ON SATURDAYS, hoist the sales on Schilling coffee.

- 3. Introduction of new promotional techniques through retailers:
 - (a) Use of demonstration to the consumer for the first time.
 - (b) A consumer premium offer.
 - (c) New display tools and aids for the retailer.
 - 4. Expansion of advertising:
 - (a) More newspapers.
 - (b) Addition of radio spots.
 - (c) Space for the first time in national-circulation magazines.
 - (d) Improvement in point-of-purchase advertising.
 - (e) Expansion of business paper advertising over a wider area.

Before examining these changes in detail, a clearer view of why they were advisable will be gained from a quick look at the company's background:

The firm was started under the name it has carried since 1881 by August Schilling and George F. Volkmann. The two young men with faith in the far West left the food-packing firm with which they were employed and set up their own spice, tea and extract business. Their first small plant and offices appropriately looked toward the busy docks where wind-jammers from all the seas of the world brought their cargoes.

In a time when some supposedly reputable "spice houses" tolerated gross adulteration of their products; when imitations masqueraded as the real thing; when coffee was mixed with chicory as a matter of course and tea dyed green, Schilling and Volkmann were revolutionary: They put genuine spices and coffee into their packages. Literal-minded Germans they may have been called, but they believed a spice was a spice, an extract should be related to the name it bore, and something labeled coffee should be that and nothing else.

Indignant at some of the goings-on in those days before the Pure Food Laws—such as dyeing tea green—Schilling and Volkmann laid down a firm policy which has not been violated for altered up to the present, although the firm has gone through many stages of growth: through the San Francisco earthquake and fire and resultant business chaos, and, latterly, shifts from a company to a partnership, back again to a company. The policy was to bring the consumer pure products, in full-weight packages, honestly advertised and sold.

"Quality Comes First"

About the time they were preparing to celebrate their 25th anniversary, these two men had the satisfaction of seeing their basic policies made the law of the land in the first Pure Food Law. It has been the pride of the company ever since, that while many a firm—including some of the best—was breaking its neck to alter labels and change products to comply with the new regulations, August Schilling and George Volkmann reaped the harvest of their integrity. Not a single Schilling label of the many hun-

dred different products in the line had to be changed to meet requirements of the Pure Food Law. They could justly boast to dealers and consumers that they had been telling the truth all along.

Years before, in fact, August Schilling had handed his partner a scrap of paper on which he had scribbled: "Schilling quality shall be that which nine women out of 10 would want if they knew all the facts." That statement wasn't advertised. It was quietly placed as the keystone of the merchandising edifice which was growing up.

The old A. Schilling & Co. steadfastly stood for honest advertising, integrity in dealing with retailers, as basic — with quality of product — to the sales foundation. It was the first manufacturer in America, its present management believes, to offer a money-back guarantee on goods sold.

Active operation of the business passed in time from the Schilling family to the Volkmanns, but it still remained in every sense a family house until the merger with McCormick. Except that descendants of the Volkmann family retired at this time, management of the company remained in the hands of the people who had been running it up to then. The general business structure remained unchanged. "It was one," Mr. Miller observes, "under which any organization would be proud to operate."

But a too-great conservation had hardened in some phases of the administration. In the Sales Department this clinging to tradition, and



MASS DISPLAYS tie in.

he line

require-

. They

nd con-

ing the

August

rtner a

ne had

hall be

of 10

all the

adver-

he key-

edifice

stead-

rtising,

lers, as

he first

present

ffer a

ls sold.

usiness

chilling it still

family

IcCor-

of the

s time,

iv re-

people then.

re re-

" Mr.

h any

to op-

n had

he ad-

epart-

n, and

MENT



FRESH PACKAGES provide shelf impact. (I., old; r., new.)

perhaps a little smugness, for the firm was still very successful, nevertheless foreshadowed a failure to reach out toward new markets and opportunities. The merger opened up areas of greater freedom for growth.

First evidence of rejuvenation was in the appearance of the products. An old-established firm often is fanatically reluctant to alter the design of a label, the shape or size of a container, even though both may be approaching obsolescence, Schilling had gone along with an old-fashioned label and a variety of shapes and sizes of packages in the mistaken notion that customers might be affronted or identity sacrificed by a change. Now they modernized all containers and labels. They standardized can sizes. They emphasized the bold red-gold-white color combination which always had made a Schilling label stand out (The local printing trade calls its main color "Schilling Red.") by the adoption of an oval in white with the firm name superimposed.

Because of the variety in weights and bulks of spices, using the same size can for a full line results in differing net contents. Thus a two-ounce size can of a "heavy" spice may contain 2½ ounces. But the customer always knows what she is getting because the actual amount contained in the two-ounce can is prominently printed on a Schilling package.

The re-design of the packages and labels won instant response from consumers and the trade. "It has done a lot toward expansion of business

which we subsequently enjoyed," Mr. Miller says. (See comparative illustration of old and new packages.)

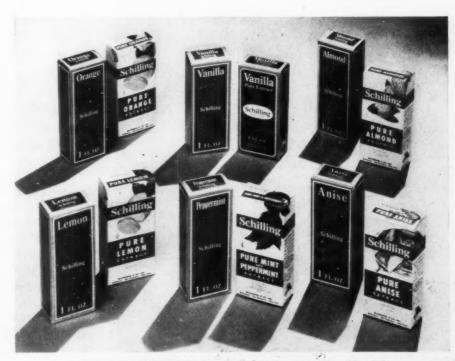
While the containers were being brought up-to-date, half a dozen new products were added to meet the needs of changing markets: dehydrated vegetable seasonings, blended seasonings, items such as the Schilling Savor Salt which has become a spectacular success.

Two other product changes came about with the merger. Schilling tea was discontinued and the McCormick tea was distributed in the Schilling territory instead. The reason: "We felt we could do better with a nationally advertised and distributed brand."

McCormick, on the other hand, never had had coffee in its line. They began to distribute Schilling coffee in Baltimore and Washington, D. C.

No changes were made in the price structure or discount policies. Schilling, throughout the years, has usually led competition so far as prices

(Continued on page 116)



NEW DRESS, MORE SELL: New packages shown at right, old at left.



THE MILLION DOLLAR DRIP . . . doesn't apply to Clancy Isaac. It does apply to the Tricolator Coffee. maker he parlayed (in less than three years) from an ugly, high-priced, back-of-my-hand product, to a streamlined, mass-seller. Three years ago Clancy, an ex-adman, decided to go into business for himself. Being an adman he naturally advertised: 300 replies later he came up with Tricolator, a dying coffee pot concern whose product rated tops with all testing agencies. Clancy studied the problem, found: chaotic distribution, stubbornly Victorian design, an anti-advertising policy. He bought the company for \$150,000. With an added 100,000 borrowed dollars (He was no big businessman.) he started moving mountains: First he had the unwieldy Tricolator re-designed (cutting production costs 35% in the process), set up a new distribution system which gave him a mass department store market. Then he gave each store ordering \$200-worth of the Coffeemakers a demonstrator for a week and a 50% cash contribution on the value of each order placed. Store buyers thought he was nuts, ordered Tricolators. . . . When Clancy bought the company, sales had run to \$120,000 a year; the first year they jumped to \$350,000. This year they're running at \$750,000.



TRADITION BUCKLED AND CRACKED . . .

when John D. Miller got a free hand with the sales and advertising destinies of old-line, conservative A. Schilling & Co. Miller got his chance to do some policy pruning when Schilling was grafted to McCormick & Co. through merger with the famed Baltimore spice house. In months big John Miller weeded out the horse-and-buggy packages, enlarged the sales force, expanded sales promotion via the demonstration-sales toolspremiums school of corporate farming. The sales harvest was 120% greater over the 1946 (last year of the old policy) threshing. The man responsible for most of the tilling began with the company as a sales clerk, covered territories from Nevada to New Mexico. He worked his way up through sales—to the executive vice-presidency, in 1948. His hobbies: hunting (for exercise), fishing (for relaxation), and photography (for fun). Schilling's story-which is John Miller's story, toobegins on page 37, this issue.

HONOR FOR THE MAN . . . who guided Pillsbury's entry into the home baking mix field and who, since the war, has piloted Pillsbury into leadership in that field: He's Paul S. Gerot, a big, strapping extrovert; Pillsbury has just named him executive vice-president. Since '47 he's headed the division formed to market family flour and home baking mixes and has held the title of v-p. Gerot came out of Northwestern in 1926, went to work for Pillsbury as a salesman in St. Louis. The following year he was managing the retail department; a year later Pillsbury appointed him assistant district manager and by 1930 he had become district sales manager. In '44 the company brought him to the Minneapolis executive office, preparing him for bigger things. He was made assistant manager of advertising and sales and two years later Pillsbury appointed him v-p in charge of sales. Can he bake a Pillsbury cake? Just name your favorite.

apply

Coffee-

om an

stream-

adman,

adman

me up

whose

Clancy

, stub-

cy. He

added

sman.)

wieldy

5% in

which he gave kers a bution hought Clancy year; they're

sales

e A. policy

ick &

spice

t the

e, ex-

tools-

rvest

e old

f the

vered

orked

presi-

cise),

fun).

:00-

ENT



They're in the News

BY HARRY WOODWARD

UNDER WRAPS . . . under cellophane wraps . . . is the new Olin Products Company. And the gentleman who's removing the covers is James L. Spencer, who's the company's v-p and director of sales. Olin Products was born with Du Pont acting as mid-wife. Du Pont has long sought someone to give it competition in the manufacture of cellophane. The new company (headed by John M. Olin who's also president of Olin Industries, Inc., which is a subsidiary of Ecusta Paper Corporation) has temporary headquarters in New York. Its almost-completed mill—the last word in industrial design—was planned and built by Du Pont, which provided full technical know-how and is nursing OP along until it can go-it alone. It will produce 33-million pounds of cellophane annually, to help relieve the pressing cellophane shortage which has developed since war's end. . . . Jim Spencer-quiet, almost shyis a native of Iowa, came to his new job after four years as v-p in charge of merchandising for Industrial Tape Corp. "We will try," he says, "to distribute Olin cellophane where it will do the greatest good for the greatest number of users."



JUNE 15, 1951

41

Westinghouse Nets These Returns From Its \$2,300,000 TV Show:

- I. Great institutional prestige.
- 2. Sound product demonstrations.
- 3. Enthusiastic dealer cooperation.
- 4. Immediate customer response.

BY J. GILBERT BAIRD

Sales Promotion Manager, Electric Appliance Division, Westinghouse Electric Corp.*

Television is a natural for advertising appliances. Everything Westinghouse makes must be demonstrated if it's to be sold.

Westinghouse markets major appliances through 10,000 dealers, television sets through 6,000 dealers and electric housewares through some 25,000 retailers. We have tough competitors—competitors both big and powerful—and small, but flexible.

On top of this we have a corporate name that covers 20 other divisions of the company that makes everything from tiny electric lamps to elevators, jet engines and ship propulsion machinery as well as thousands of other items.

When we decided to go into television we looked for a show that had great institutional prestige and also would provide an opportunity to do a real product demonstration and selling job. McCann-Erickson, Inc., our agency, suggested the CBS onehour dramatic show entitled "STUDIO ONE" that had been on sustaining for six months and was for sale. After a few frantic conferences we bought the show. That was in 1949—on May 11 to be exact. We were on a nine-station live network and for that year our budget was \$400,000. Today-just two years later-we are on 51 stations and our budget is \$2,300,-000. And what's more—we're happy about the whole thing.

How can an advertiser spend that kind of money in one medium and be happy? How does this medium compare with the other ways of using advertising dollars? We do use all media.

Our television show represents 11.6% of the total budget. This is not

the full cost of our TV show because we in the Appliance Division pay a little less than 50% of the show—the balance is paid for by our Television Division and the company's general advertising budget.

The total TV show budget of \$2,300,000 is not all spent for time and talent. It includes \$75,000 for newspaper advertising and \$50,000 for dealer promotions with additional monies for publicity. We found out early in our experience that simply having the TV show was not enough —we had to do a complete merchandising job on the show to make sure that we got full value out of the investment.

But the budget still adds up to \$2,300,000. How can we be happy about this kind of money? Well, we've got a lot of reasons.

The first reason is that each week we play to about 9,000,000 people. That's a lot of people no matter how you look at it. It's a lot of people when you realize that it takes a top Hollywood film a whole year to play to 6,000,000. It's a lot of people when you realize that "South Pacific" on Broadway, to reach 9,000,000 people, would have to play to packed houses for almost 17 years. We reach that many people—9,000,000 of them—every week—with the story of our products.

The size of the audience is one measure of the effectiveness of a show. The rating services give a variety of useful information. At least one of the services has rated us in the top ten for nine out of the past 12 months. This makes an advertiser feel pretty good.

From a prestige standpoint we are happy too. Our program recently was awarded top dramatic honors from a variety of sources including television editors, the public, educators, magazines, professional people—a total of 15 such selections. So—with this kind of evidence—we know that we are reaching a lot of people with a very fine show. But—is it costing us too much money to get this job done?

I am not going to try to be specific about comparisons with magazines or newspapers or billboards or radio or penny postcards or signs on the backs of taxicabs. If I were to try that there would be fist fights all over. And I'd be on all sides of the street because we use *all* media. But TV is new and there may be some questions in some minds. Let me give you a few figures.

Let's take the total budget of \$2,-300.000. With 53 shows this year we find the cost per show is \$43,400.

"At this price . . ."

We have three commercials in each show—each on a different product. So the cost per product commercial is \$14,466.

By dividing the 9,000,000 into \$14,466 you come up with a figure of \$1.60 per thousand.

At this price we find ourselves right in the customer's own home. with their undivided attention, and we are demonstrating our product. Here we are making that demonstration with the husband and wife together, under the most favorable conditions, where the buying decisions are made.

Ordinarily a wife who needs a new washing machine must put on quite a campaign while her dearly beloved is gulping his breakfast and reading the morning paper. If she comes home with the story of a beautiful Laundromat she saw that costs only \$299—all she gets is a lecture on economy and a muttered promise to look at it. Or old "wise acre" sounds off with remarks about one he saw advertised for \$149. It's a long battle.

^{*}Mansfield, O.

Vital Statistics

vision

maga-

tal of s kind

e are

very

18 too

pecific nes or

dio or

backs

that

over.

street TV is questre you f \$2,-year 3,400.

1 each

oduct.

cial is

into

figure

selves

home.

and

oduct.

nstra-

fe to-

e con-

isions

eds a

it on

learly

and

f she

beau-

costs

cture

ise to

unds

saw

attle.

ENT

e?

Betty Furness is about to talk \$43,400 worth on behalf of three Westinghouse products.

There's a \$14,466 investment in her 2 minute and 15 second talk about the Westinghouse 20-inch TV receiver.

But each of the three commercials is seen and heard by an estimated 9,000,000 people each week on the 51-station CBS network for the hour-long Westinghouse Studio One program.

Westinghouse computes the cost of reaching these prospects at \$1.60 per thousand, admittedly a low figure. If the average of 2.7 viewers is counted as only one prospect for major appliances, the cost is \$4.80 per thousand.

"At this price," declares J. Gilbert Baird, "Westinghouse finds itself right in the customer's own home . . . demonstrating the product . . . with husband and wife together . . . where the buying decisions are made."



But on STUDIO ONE it's a perfect demonstration by Betty Furness. She speaks the housewife's language; her personality charms old tightwad. Boy—there just ain't no argument. Mother gets the green light to go ahead and make the purchase.

And we get all that for \$1.60 per thousand. Now I recognize that there is room for argument on this price. Let's say that 50% of our audience thought the commercial was a fine time to leave the room to see if the kids were asleep or to mix a fresh drink or maybe to see if the lights had been left on in the bathroom. So we double the rate and we find that we're paying \$3.20 per thousand.

We can go even further and decide that this 2.7 persons per television set represents only one checkbook when it comes to spending \$300 for an appliance. So let's multiply by three and we come up with a price of \$4.80 per thousand, for a perfect sales story and an actual product demonstration right in the customer's own home.

I am not going to attempt any comparisons with other costs. We use all media and will continue to use all media. My only point is, anyway you slice it, our TV show pays off at a low cost per thousand.

Beyond the simple arithmetic, there are other reasons why we like TV as an advertising medium. The biggest is that we can actually trace a lot of sales directly to the demonstrations on the show.

Dealers Say . . .

We have a steady flow of correspondence from our distributors telling of dealer reaction and actual sales. Here's a letter from our distributor in San Antonio, Tex., that

"After the first STUDIO ONE program, which featured a demonstration of our Frost-Free Refrigerator by Betty Furness, our local Department Store, had 17 people come into the store and ask to see the refrigerator that never had to be defrosted—the one that was demonstrated by Betty Furness. It is difficult to say exactly how many sales can be directly attributed to this demonstration, but as near as we can determine it is approximately 20."

And, by the way, the particular Frost-Free sold by the store sold for \$400. That ain't hay.

In one of the country's greatest department stores we had been trying for years to get our major appliances on their floors. We finally got the Laundromat into the store principally because the store president's wife was a regular fan of STUDIO ONE and was sold on the Laundromat by Betty Furness.

Just one year ago in Chicago we had an amazing demonstration of the power of the show. In the city of Chicago we had 900 Mobilaire Fans. It's a big 16" job that sells for \$70. Too high priced to be an *impulse* item. A year ago, on May 22—Betty Furness demonstrated this fan on our TV show. The weather was not hot in Chicago. There had been no other advertising on the fan. Within one week, of the original stock of 900, they had sold 872 fans. That's more than \$60,000 worth of fans.

The real payoff comes in at the dealer level. The toughest problem is getting dealers to feel enthusiastic about your advertising efforts and to do something about it. Now for the first time in our experience we get a steady flow of dealer correspondence telling us of their enthusiasm for our show and the sales they have made from it. Let me quote a few of them:

JUNE 15, 1951

East Stroudsburg, Pa. "This live demonstration idea on WESTINGHOUSE STUDIO ONE makes it easier for us to sell because people are half sold before they come in . . . all we have to do is to refresh their memories . . . we no longer get

'cold' prospects."

And as still further evidence of actual sales, here is a good example. Each of our ranges is accompanied by a recipe book. In the recipe book, is a questionnaire form that comes back to our Home Economics Institute. One of the questions is, "What factor first prompted you to look at a Westinghouse Electric Range?" This form was made up several years ago before we had our television show, so there is no place to check TV. People do, however, write in comments time and time again that read like this one:

"Betty Furness television demonstrations were a convinc-

ing selling point."

Why We're Happy

These are a few random selections from the great mass of similar evidence we have that tells beyond a doubt of the sales effectiveness and the prestige value of the show. If you see us walking around with a sort of silly grin on our faces and all happy about spending \$2,300,000 you will understand the reasons why.

Certainly it is not an advertising activity that can be run from a rocking chair. It's hard-hitting, fastmoving; it has a new kind of language and a great new impact. And it brings on a whole new kind of responsibility. For the sponsor finds himself in the living room of his customer as a guest. And interesting

things happen.

A year ago, we were a little careless about the way we loaded our Laundromat. In the 2 minutes and 15 seconds there just wasn't time to do it properly. We had 5 service calls in the state of New Jersey from people who weren't getting the right kind of washing results. In every case it was because the machines were not properly loaded and in each case the owner said she was doing it exactly the way Betty Furness did it on the television show.

As a guest in the customer's home, you've got a serious responsibility on the entertainment portion of the show. For one thing there is no question about the audience attitude toward low cut gowns. A husband who spent the night before at a stag party watching fancy films—or a housewife who broke up the bridge party with her wild stories—will blast your head

off for a tasty sight of the female figure or a couple of lines of dialogue that might even vaguely suggest an extra curricular activity. When ma and pa sit at home with their kids around them, they are righteous as hell and you just can't take any chances.

While they feel this way about dialogue that is naughty or costumes that are anatomical—they have a different attitude toward the general play con-

tent.

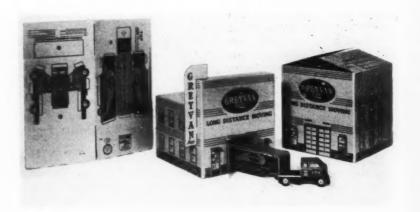
About a year ago, we had some script problems in connection with a series of shows that were scheduled. It wound up by a re-scheduling of the plays that gave us a whole series of psychological dramas. And we really got reactions. We were told that if we kept up the series, we'd have the whole United States swinging from the chandeliers. There was a lot of debate on the subject accompanied by screaming and gnashing of teeth.

In our own company, there were many who felt that this sort of thing would turn the whole country against the sponsor and the public would hate us and everything we made. We did what all sponsors do — gave the

agency a good cuffing around. This, of course, is provided for in the 15%,

McCann-Erickson didn't know which way to go because they had no real evidence that would tellhow the public feels on such matters. They quickly got together with the research department and sent out a crew of investigators. Time passed and the investigators came back with a wealth of material. The final report is in a big thick book with a leather binding-gold stamped-but it boils down to as very simple conclusion. And that is-the public does not hold a sponsor liable for story content. If the play is about a psychopathic child a share of the audience is very disturbed and upset and apparently not in the right mood to welcome Betty Furness with her product demonstrations. However, they do not transfer their dislike to the spon-

But with all the trials and tribulations—we love the medium. Competition in TV is getting tougher all the time. What was good enough last year isn't good enough today. It calls for constant effort to keep doing all parts of the job better all the time.



Kids Clinch Sale

When the family moves, the kids get a bonus—if the move is via Greyvan Lines. Shipping cartons become garages, complete with replica Greyvan tractor trailers.

In the illustration above, the three-foot carton (left) has a colorful scale model Greyvan tractor and trailer imprinted on it along with instructions for making the cut out toy. The six-foot carton (right) is readily converted into a—naturally—Greyvan storage warehouse.

Greyvan has ordered 80,000 of these cartons from the Container Corporation of America. Coming up: wardrobe cartons which will be just the thing for children's play houses.



This,

e 15%.

didn't se they ild telllatters. ith the out a passed k with nal rewith a d-but e conic does story sychoence is

apparo welroduct ey do spon-

ribulalompe-

all the h last t calls ng all me.

Summary of Attendance of Phonevision Test Showings

Title	Viewers Paid	Projected Income 10 Million TV Sets	Projected Producer's Share at 50%	Former Gross (Variety)
April Showers	\$111	\$3,700,000	\$1,850,000	\$1,750,000
Welcome Stranger		5,970,000	2,985,000	6,100,000
Homecoming		4,600,000	2,300,000	3,600,000
Lost Honeymoon		3,100,000	1,550,000	_
The Unsuspected		3,200,000	1,600,000	2,000,000
Silver River		4,730,000	2,365,000	2,200,000
Dear Ruth		3,300,000	1,650,000	3,800,000
I Walk Alone	100	3,330,000	1,665,000	2,100,000
Song of Love		2,970,000	1,485,000	3,100,000

McDonald declares: "Subscription TV is proved. We'll ask FCC to approve pay-as-you-see."

Phonevision: McDonald Figures It Has a Future

Zenith's president totes up receipts from his three-month trial showing of first-rate movies via TV and concludes time is ripe for Hollywood to become partners in television.

When asked where Zenith goes from here in its plan to establish Phonevision, now that its 90-day test has been completed, Commander E. F. McDonald, president of Zenith Radio Corp., Chicago, indicated that the scheme will be pushed vigorously. "We shall apply to the FCC within a few weeks for approval of Phonevision, or any pay-as-you-see system, on the ground that it is in the public interest," he said. "We feel that the value of subscription television has been proven."

A general survey which is in the nature of a final interpretation of the test results is now being made by the National Opinion Research Center of the University of Chicago at a cost of approximately \$65,000. The 300 Chicago families that acted as guinea pigs for the test will be examined and studied, as well as other families that have evinced interest.

"The three hundred families who participated in the test," McDonald said, "saw movies in their homes at a sustained high rate that astonished our optimists and astounded our skeptics. Our attendance rate was 3½ times greater than the .47 times per week considered to be the over-all average for American movie attendance

in the theaters."

McDonald said that the total Phonevision box-office for the test period was \$6,750, an average of \$22.50 per family for three months, or \$1.73 per week.

If this over-all average, he said, is projected against an audience of 10 million television owners the producer's average rate per picture would be \$1,250,000. This projection is a highly conservative estimate, he added, for the expectation is that 40 to 50 million sets will be in use in this country within a few years.

During the first month of the test, with novelty a high but falling factor, the average family saw 2.1 movies per week by Phonevision. February's average weekly patronage was 1.5, while in March the over-all average attendance increased to 1.6 times per week per family.

McDonald pointed out that Phonevision's high rate of patronage is of vital importance to all producers of entertainment during these days of declining box-offices. He said it indicates that the public is just as willing as ever to pay for good entertainment and that many people are more willing to pay for it in the home than in the theater.

He recalled that in March 1950, Cecil B. DeMille, addressing a group in California, said, "The theater is moving into the home, and nothing can stop it."

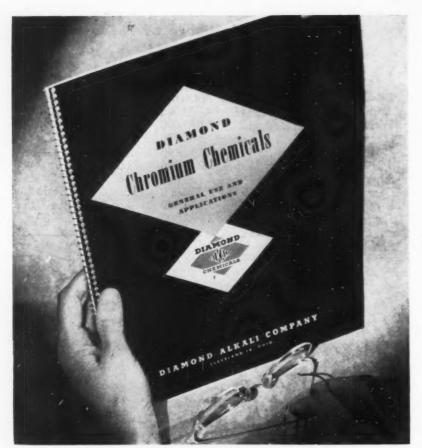
"Our test results indicate that De-Mille was 100% correct," McDonald asserted. "People are willing to pay for good motion pictures in the home, which paves the way for Hollywood producers to become partners in television."

According to McDonald, test data also offer significant indication of the depth of the new market that Phonevision opens for motion pictures. Four out of five Phonevision patrons were brand-new customers and more than 93% of the Phonevision audience responding to a Zenith survey said they preferred to see pictures in their homes rather than in the theaters.

These reports, McDonald said, indicate that the new audience found by Phonevision may approximate in size the audience for the same pictures which were drawn into the theaters by Hollywood's most adroit and effective salesmanship during the years of greatest theater patronage.

Most of the pictures were offered to the public three times at different hours of various days. The cost was \$1 per receiver per picture shown. At the end of the test a check was made to show the acceptance of phonevision in the homes where the 300 test machines had been placed. This also proved a test of the type of picture most wanted by the viewers.

ENT



Diamond has a steady demand for its technical booklets.

Sales Cues for Products "Lost in Manufacture"

Diamond Alkali's approach to this industrial sales problem is yielding double dividends now that demand exceeds supply. It's built on continuous cultivation of old and new prospects with informative lay and technical literature.

Undoubtedly you've asked your advertising manager and your agency's account executive these questions:

"What can we say about our products, now that we're not in a position to stir up new sales inquiries?

"If we can't supply our present industrial customers, how can we interest others in our products — even though we know some of them in the long-term view will be just as important as some of our present customers?

"Sure, we want to continue to sell

—but what? And we certainly want to retain acceptance of our product and maintain customer good will but how?"

Perhaps your product is now, or soon will be, "out of sight," so to speak. But this by no means implies that it should be "out of mind" when demand outruns supply.

In tackling this problem, you might adapt some of the solutions worked out by the Diamond Alkali Co., Cleveland. This problem, while it may be new to you, is an old one in many respects to Diamond. For in—wartime or peacetime, Diamond has had to find effective ways constantly to keep its name and its products before industrial users and the consuming public alike.

Why? Because, basically, Diamond makes products which, by and large, are "lost" in the process of manufacturing. Diamond produces what it calls "the chemicals you live by."

Diamond's product family is comprised chiefly of "basic alkalies"—soda ash, caustic soda, and bicarbonate of soda—and many co-products or allied alkali-derived chemicals which include chlorine, sodium silicates, calcium carbonates, chromates and "specialties" (for example, dairy cleansers and laundry detergents among others).

A Broad Problem

Altogether, Diamond makes more than 100 different chemical products which, as such, are little known to the average person, but are required in the production of countless things used as everyday necessities almost every minute of the day by people everywhere: the water we drink, the food we eat, the clothes we wear; aluminum, glass, soap, paper, paint, plastics, petroleum products, ink-to name but a few. In their diverse utilization by 60 industries these Diamond-made chemicals lose their individual or brand name identity long before they reach the ultimate user.

Now, to round out the picture of Diamond's promotional problem, add this important factor: Demand for many Diamond products at present exceeds by far the company's productive capacity because of the chemical industry's continuing growth and mounting defense-production requirements. This, then, is the background against which Diamond must tell and sell its story of "the chemicals you live by" to both industry and the general public.

Actually, the company's efforts in this direction never end. There are constant changes in plant management, administrative, process, supervisory, and purchasing personnel, keeping its industrial audience everchanging.

This trend has accelerated appreciably during recent months. For quick proof of this pick up the latest issue of your industry's news publication and turn to the "names in the news" section. Scan it and count how many switches, promotions and transfers are reported. The total number—for just one week or one month in just

New Gun Director Is Good News for the Country BELL TELEPHONE LABORATORIES' NEW "ELECTRICAL THINKING MACHINE" AIMS ANTI-AIRCRAFT GUNS LIKE THIS ONE. It's even more effective than the Bell Laboratories' famous Electrical Gun Director that proved such a factor in the last war. . . . The radar equipment locates hostile planes, day or night, and feeds continuous information concerning their location into a computer or "electrical thinking machine." . . . At the same time, data relating to wind velocity, velocity of the shells, temperatures, etc., are given to the computer. The machine then calculates where a shell should explode and aims the guns, continuously and automatically, to bring the planes down.

Call to Arms. Once again the research and manufacturing of the Bell System are mighty weapons in the defense of the country.

or in id has tantly its bensumimond large, nufacnat it

which icates, and dairy rgents

more ducts to the ed in things lmost beople k, the wear; paint, k—to util-Dia-indi-long

user.

re of

add

for

esent

pro-

hem-

and

quire-

ound l and you the

ts in

are

nage-

iper-

nnel,

ever-

reci-

quick

issue

ews"

sfers for just

NT

More than twelve hundred projects for the armed forces were completed in the last war. Many new assignments are now being rushed to completion. This new Fire Control System is already in production.

Skilled Teams at Work. The Bell System's ability to serve the armed forces comes not only from its unique qualifications in the field of electronics, but from the way it is set up and equipped to do the job.

The Bell Telephone Laboratories, who do the research and development, work hand-in-hand with the Western Electric Company, which is the Bell System's own manufacturing unit.

Service and Security. For many years this close, efficient association of research, development, and manufacture has helped to give this country the best telephone service in the world. It is now helping to give the nation the world's best fighting weapons.



BELL TELEPHONE SYSTEM

one issue-will prove to be a revela-

New faces are appearing in old jobs, and familiar faces may be seen in new posts. Production engineers, manufacturing superintendents, purchasing directors, and others are "moving up." They are replaced, in turn, by other men. Again, organizational changes are shifting people from one job to another. Joe Smith leaves the purchasing department for a different job. Bill Jones, a clerk last year, becomes purchasing agent. In engineering, research, and production the turnover goes on at a high rate.

Only Vague Knowledge

Consequently, the man who is thoroughly familiar with Diamond products is often replaced by one who knows only vaguely the Diamond organization. Or, the plant executive who, in his old position, knew one or more of Diamond's particular products may, in his new post, have little or possibly no knowledge of other Diamond products used in production, maintenance, or sanitation operations for which he is now respons-

So, Diamond's promotional targets for today and tomorrow, as yesterday, are chiefly two: (1) to maintain sales contact with oldtimers who know Diamond's name and products well; (2) to become equally well known to

newcomers.

The personnel situation in industry, of course, always has been characterized by a continual state of flux, but it is greatly accentuated by the temper of the times as industry gears its plants to perform the tremendous defense-production task ahead. As a result, the job of education and reeducation normally facing many industrials today is magnified in corresponding proportion. In short, it is a factor that undoubtedly will have an important bearing on crystallizing sales thinking and shaping promotional patterns of many industrial firms, just as it is in Diamond's particular case.

In long-range terms, too, Diamond's sales objective is based partly on the realization that our public audience is ever-growing. Each man, woman, and child in the country is, in some way, affected by basic alkali chemicals and allied products. Little wonder, then, that keeping Diamond's name before the public is a continuous process that brings with it both challenge and opportunity.

Some companies have started to approach the vast educational job now confronting them along the same general lines Diamond has followed to good advantage for years. Their number is bound to increase as the tightening up of available materials makes shortages still more acute. Emphasis is definitely switching, increasingly, from straight, hard-hitting selling of product features to product serviceability: more efficient application, usage, or maintenance to help stretch the available supply and further increase its utility under emergency conditions.

A close corollary to this is the theme of ready availability of "in-plant" or "on-the-job" technical advisory service to help users attain these vital objectives by maximizing productivity and minimizing costs. In other instances, over-all facilities are

stressed.

These sales tacks, with variations, represent the basic approaches Diamond employs to promote and popularize its products. Among the ways and means used, one of the most important-and perhaps the most interesting to other firms—is the planned, co-ordinated technical publications program. Initiated some years back by the Technical Service Division of Diamond's Research and Development Department, this work continues to be an integral part of the Division's scope of regular activities.

Why Such Stress?

Why does Diamond's management place such stress on literature of this type?

One reason, obviously, is to

broaden the company's market base. Diamond's "Lye Peeling Handbook" offers a good example of how the company publicizes new uses for old products. Use of caustic soda or lye for peeling vegetables and fruits in commercial preserving processes, initiated in Diamond's research laboratories and was perfected in cooperation with food processors.

This handbook details each step to be followed in readying fruits and vegetables for preserving by canning, freezing, or dehydration. The literature has its greatest value in educating food processors in this new tech-

nique.

A second illustration of how technical literature can assist in obtaining business through new uses of products is Chlorowax 40, a chlorinated paraffin wax containing 40% chlorine. Through improvements in manufacturing processes, the quality of Chlorowax 40 has been raised to the point of making it suitable as a plasticizer for polyvinyl chloride resins. A mimeographed bulletin reported its value as a plasticizer. This has contributed much toward the widespread adoption of the material and an attractive new outlet for the product.

In this same field of plastics, one of the newest types of resins is a group known as the "polyesters." Because of their unique properties these have been adapted to many applications. and are used for molding large and complicated pieces because of the simple processes used.

One drawback to greater use of these resins has been their cost. Obviously, one way to cut costs of finished articles would be to use low-

price fillers.

It was found that such was the case when Diamond's precipitated calcium carbonates were used as fillers. Issuance of a series of bulletins on "Diamond Alkali Materials in Plastics" has aroused the interest of the polyester fabricating industry.

Diamond's bulletins also stress safety to personnel, plant and prod-Still another reason for Diamond's bulletins is to give Diamond's own sales force a wider knowledge and broader appreciation of product applications, both present and po-

tential.

Diamond also is anxious to keep Mr. and Mrs. John Consumer fully informed about the company-its products, progress, and problems. Diamond wants consumers to know why and how its chemicals help to make possible an infinite variety of products essential to our daily lifeproducts the average person takes for granted and accepts as commonplace without a second thought.

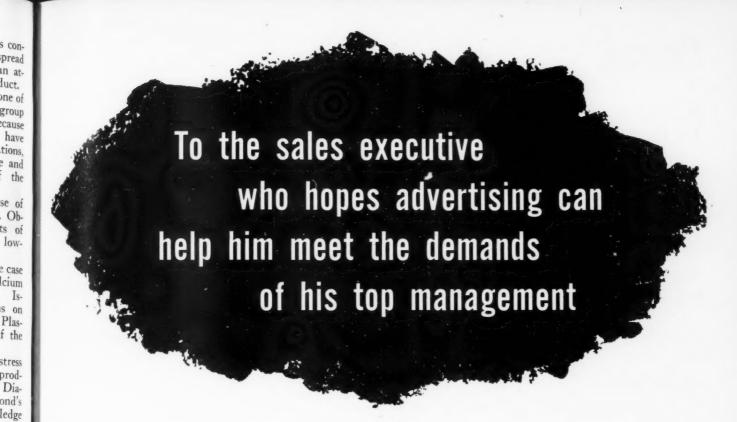
Typical Publications

To illustrate how Diamond approaches these goals via the technical literature route, let's take a look at some of the company's most recent

publications.

The "Chlorine Handbook" is divided broadly into two sections: "General Information" and "Technical Data." The first section describes containers used in packaging Diamond liquid chlorine for rail and truck shipment; summarizes characteristics of chlorine; gives "how-todo-it" data. The second section concisely reviews the principal physical properties of chlorine.

Another phase of Diamond's story of selling by serving is related in the "Chromium Chemicals" handbook. This 32-page manual describes bichromate of soda, its manufacture, and its chief uses: in leather tanning, production of dry colors, synthetic dyes and intermediates, and processing of certain synthetic organic



As profit margins shrink, your Management is faced with two main problems that affect profit survival:

1 2

oduct

Do-

keep

fully

-its

lems.

now

p to

y of

ife-

s for

place

nical

k at

cent

di-

ons:

ech-

de-

ging

and rac-

7-to-

con-

sical

tory the

biure.

etic pro-

anic

NT

Cut production costs Cut sales costs

They may or may not do all on Number One that you think they could do. But one thing is sure. They will expect you to figure out how to get orders at lower unit sales cost.

That calls for keen discernment of the difference between expenditures that *add* to unit sales costs and expenditures that *reduce* unit costs.

Some of the things that add to unit sales cost are: unnecessary travel and entertainment; time and effort spent in making unprofitable calls or following "leads" that lead nowhere; advertising that aims at the wrong people or fails to use the strongest appeals.

On the other hand, money spent for advertising that increases the order-getting power of your salesmen, individually and collectively, *reduces* unit sales costs.

"Ditch-Digging" Advertising* that sells by helping people buy is such advertising.

"Ditch-Digging" Advertising takes its cue from the

interests and problems of your most likely prospects. Then it rolls up its sleeves and digs for sales.

It multiplies the circulation of your best sales story to the right people in the right ways at the right times with the right frequency—and at the lowest possible cost.

It reduces the salesmen's need for travel. It increases their chances of making more sales calls count. It prepares their way for closing more orders by doing some of the pre-selling "telling" in print.

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of products that require pre-purchase deliberation on the part of the buyer. We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation, by assigning to it those informing and reminding parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations or other mechanical means of transmitting ideas and information,

We're set up to quickly relieve you and your advertising department of as much of the work as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that a "Ditch-Digging" Program might help you fulfill Management's demand for more sales at lower unit cost, we'll be delighted to hear from you.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LExington 2-3135

*Reg. U.S. Pat. Off.

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"



One ad brings \$17,430 in checks from 3,500 mothers

A New Jersey manufacturer developed a carrying kit to keep baby bottles warm or cold. First advertising for the new product-selling for \$4.98appeared in The New York Times Magazine.

The full-page black-and-white advertisement was supplemented by a threecolumn listing of dealers in 36 states. Total cost of the ad was \$3,468.

Within a matter of days, orders had come in from all over the country. In addition to 3,500 orders—with checks several thousand letters were received asking where the kit could be bought. And an unknown number of mothers made calls on stores.

Trade reaction was equally strong with all accounts re-ordering from three to ten times. New retail accounts responded with first orders. Almost complete national distribution was achieved, and even some exporters weighed in with orders.

Sales success like this stems straight from The New York Times proven ability to reach an unusually responsive audience. It is that responsemeasured in sales results-that has led advertisers to make The Times first in advertising in the world's first market for 32 years. Get all the facts about The New York Times, today.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT, LOS ANGELES. SAN FRANCISCO

chemicals.

Carrying the Diamond story still further to customers and prospects in both long-established and expanding newer markets is a 20-page, pocketsize booklet on "Diamond Standard Silicates." It describes 10 standard grades of Diamond liquid silicates of soda commercially available, and factually summarizes the principal physical properties, major industrial applications, basic advantages provided, and size and net weight of available packages on each grade.

Not all Diamond technical literature is "packaged" in booklets in such elaborate form. Depending on the material and market in question, it may be multigraphed in data sheet form to make up a technical service bulletin. "Chlorowax 70 in Alkyd Enamel Systems" provides a typical example.

What Booklets?

To tell its story to the general public, Diamond has published a 16page "chemical primer." Appro-priately titled "The Story of the Chemicals You Live By," it portrays -in non-technical terms and simple, attractive line-drawings, highlights of the eight major branches of the Diamond industrial chemicals tree and, through their end-uses, pinpoints their economic significance.

So much for a "look-see" at the literature itself. Now, perhaps you are asking: Who gets these and other booklets Diamond publishes?

In the main, they are sent to anyone requesting them. However, in 99 out of 100 cases, that individual is either a present customer or a potential user of Diamond chemicals. He may be a management, administrative, operations, or maintenance executive of a company holding down any one of a number of positions. Perhaps he is a works manager. Or he may be a plant superintendent or production supervisor. Again, he may be a methods or process engineer, chemist or metallurgist.

The booklets, in short, are sent to any official in an organization interested in application of Diamond chemicals, or to anyone who has a voice, directly or indirectly, in their use, specification, or purchase. They are sent to anyone who wants to know more about Diamond generally -who makes up the company, what it does, what it makes, where its products go. Included in this group are students, teachers, and others who at present are not customers for Diamond products, but may well become customers in the future.

How effective is this technical literature in stimulating sales, stretching available supplies, maintaining customer acceptance, and promoting public good will?

No hard-and-fast answer can be laid down, of course, but these four indices serve as representative yard. sticks:

- 1. Number of inquiries received.
- 2. Comments received from customers through personal interview. salesmen's reports, unsolicited letters
- 3. Adaptation of ideas, methods, or techniques discussed in literature to solve specific production, processing or maintenance problems in users plants, which is reflected in increased sales realized without direct selling
- 4. Development of new product applications in customers' plants.

Number 1 is the only index which can be regarded as a tangible one. Even then, it is not an absolutely true measure. It is simply an indication. A breakdown of literature requests shows that:

8,000 copies of the "Chlorine Handbook" were distributed in one

4,000 copies of the "Chromium Chemicals Handbook" were distributed in one year.

8,000 copies of the "Silicates Handbook" were distributed in one

16,000 copies of "The Story of the Chemicals You Live By" were distributed in the past two years.

Written Requests

Altogether, more than 50,000 copies of some of the newer handbooks have been distributed by Diamond during the past two years. A surprisingly large percentage of these have been sent in response to written letterhead requests which have come from industrial executives.

These figures are quite impressive, Diamond believes, because they do provide management with some definite indications of the course the company's technical literature program is taking. First of all, they reveal that such technical literature is informative, interesting, helpful to users of Diamond products. The figures also corroborate management's opinion that the literature is getting good readership from both present and prospective customers, for whom it has been specifically prepared. They prove, too, that the company's efforts to merchandise the booklets with the "tools" of publicity and advertising are generally successful.

itaining moting can be se fou e yard ived. m cuserview letters nods, or ture to cessing. users creased selling 1950. product its. WITHITA which le one. DYLAHOMA CITY ely true ication. equest hlorine in one FT. WORTH omiun distriilicates SAN ANTONIO in one of the re dis-50,000 handy Diairs. A MORNING 143,894 f these COMBINED written 258,764 e come ressive, ney do ne dese the e prohey reture is ful to The

No Other Sunday Paper in the Southwest REACHES SO MANY PEOPLE!

ONLY ONE newspaper in the Southwest has a Sunday circulation of more than a quarter of a million — The Sunday Oklahoman!

Pins on the map show the largest Sunday circulation in each city. All figures from Publishers' statements, Sept. 30,

DAILY OKLAHOMA

THE OKLAHOMA PUBLISHING CO.

THE FARMER-STOCKMAN

WKY . WKY-TV, OKLAHOMA CITY

Represented by THE KATZ AGENCY, INC.



No Sunday Magazine Section in the Southwest reaches so many homes as The Sunday Magazine Section of The Daily Oklahoman. No national Sunday supplement penetrates Oklahoma so much as 2%. Locally edited - locally printed -it enjoys high reader interest that pays off for advertisers. Ask your Katz representative for result stories.

JUNE 15, 1951

3.

ment's

getting

resent

whom

They

efforts

th the

rtising

ENT

An Appliance Dealer's 7 Tips to Manufacturers

Point 6: "Many manufacturers spend unlimited funds building acceptance and then act arbitrarily when adjusting complaints."

To overcome a 30% decline in appliance sales, H. B. Price, Jr., vicepresident, National Appliance and Radio Dealers Association, and 1951 Electrical Appliance Dealer of the Year, outlines this seven-point pro-

1. Manufacturers should go to the dealer level themselves, rather than rely solely on reports from their sales people. "Go personally to the dealer level when the problems exist," Mr. Price declares.

gram for manufacturers:

2. "Top management, if it is to intelligently explore causes and effects of our business, must spend more time in the field at dealer level searching and probing for more realistic approaches to selling and merchandis-

Develop better dealer contact personnel, "the greatest weakness in our industry," and offer more basic product training with live demonstrations for dealers and salesmen.

3. Be careful and practical in the programs you recommend. For example, the dealer must first have a positive sales potential and a practical earning plan for his men. Too many dealers per market, lessening the value of a franchise, and a margin of profit inadequate to cover the costs of the sales plans the manufacturer recommends retard outside selling.

Dealer Cooperation

"You will receive your dealer's cooperation if you will suggest a sales program tailored to his needs and his community, not one that should click because it worked pretty good back in the thirties," Mr. Price states.

- 4. Assistance in display and in advertising are also needed, particularly by the smaller retailers, Mr. Price reports. "Sending him a few newspaper mats and having your representative take an order for cooperative advertising material seems to be the routine method of handling this chore. Have you made an effort to check immediately the results of the ads run by your dealers in various types of markets so you can make prompt recommendations to similar dealers? Thirty or 60 days after a given promotion is used these days and times it might have lost its effectiveness.'
- 5. Help dealers find better prospect-producing methods. Mr. Price says store traffic has fallen off 50% and that if retailers persist in following normal practices, their volume will suffer and their profits shrink. He contends that present conditions reviewing warrant manufacturers their entire prospect-producing program. "The leaders of this industry will possibly shrug off any suggestions invading the old established practices. I say then, there may be room for some new leaders in this industry!"



1. high buying



Retailers in Worcester, THE Central New England Market, rang up an increase of 28% in retail sales, 1950 over 1949. During this period Worcester families spent \$541,417,000*, elevating the Worcester Market to 37th position nationally.

WORCESTER'S WONDROUS TWINS

It's clear sale-ing for your product in this prosperous market of 155,000 families when you advertise consistently in the newspapers that blanket the area - the Worcester Telegram-Gazette. Daily circu- 2. intensive lation in excess of 150,000. Sundays over 100,000.



newspaper coverage

*Copyright 1951, Sales Management Survey of Buying Power, further reproduction not licensed.

WORCESTER, MASSACHUSETTS GEORGE F. BOOTH Publisher-

MOLONEY, REGAN. & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS OF RADIO STATION WTAG and WTAG-FM

6. Adopt more generous warranty replacement policies, "the ultimate bond of satisfaction between the customer, dealer and manufacturer."

o to the

er than

eir sales

e dealer

t," Mr.

it is to

d effects

ore time

arching

stic ap-

handis-

act per-

ness in

e basic

onstra-

in the

or ex-

have a

ractical

many

ng the

rgin of

e costs

acturer

er's coa sales and his

d click

l back

in adcularly

Price

news-

repre-

opera-

to be g this

ort to

of the

arious

make

imilar

ter a

days ts ef-

Dros-

Price

50%

llow-

lume

rink.

tions wing

pro-

ustry

tions tices.

1 for

try!

ENT

es.

ing.

1.

"Many of you [manufacturers] spend unlimited funds building national acceptance and then act arbitrarily when called on to adjust a complaint. There is no better way in creation to strengthen dealer cooperation than to admit you are not above error in the manufacture of your product.

"Give your field representative the power to straighten out field complaints promptly. This will most certainly gain for him the respect and cooperation of your dealers."

7. Work with dealer organizations and encourage inter-organization cooperation between manufacturer and dealer trade associations. Mr. Price points out that NARDA has been able to work with manufacturers legally and to their mutual benefit in seeking alleviation of stringent credit restrictions, successfully opposing major excise tax increases, working for greater freedom in how raw material allocations should be used and in other ways.



Sermon for Salesmen

Obvious? Trite? Sure. But for nearly 50 years a steady stream of requests for this wall chart has been flowing into the organization which created it. Originally, it hung in the office of many a concern whose wares were sold by drummers. In later years, it has been found in the office of many a sales executive, a tactful reminder to salesmen.

For your free copy of this 10 by 13-inch poster write to The Travelers Insurance Co., Hartford 15, Conn.

Prominent Users of Strathmore Letterhead Papers: No. 94 of a Series



Is your letterhead telling the news about YOU?

The story of the Baltimore Sun and Evening Sun is an inspiring history of 114 years of pioneering journalism. Founded by A. S. Abell in 1837, they have set the pattern for many advances in news-gathering and publishing procedures.

It was in 1919, while he was Sunday Editor of the Sun, that H. L. Mencken—cooperating with Paul Patterson, who later became president; and Harry C. Black, now chairman of the board—helped develop a set of guiding principles that charted the course of the Sunpapers with which the present generation of Baltimoreans is familiar. "The Sun must convince," they wrote, "by means of sound information, unquestionable honesty, and unshakeable common sense. It must be alert to new ideas and hospitable to them. It must be absolutely free..."

This great American newspaper is an inspiring example of progress tempered by the principles of tradition. Almost symbolic of the Sun's outlook is the difference between its ultra-modern plant—that embodies all the most advanced machinery for producing a newspaper...and its letterhead on Strathmore paper—that presents to the recipient a picture of tradition and quality.

Consult your supplier about Strathmore letterhead papers—you'll find that whether yours is a problem of conveying an impression that is modern or traditional, Strathmore letterhead papers always convey the impression of quality.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

JUNE 15, 1951



54% of all persons in households buying REFRIGERATORS within a 6-month period read LIFE*



61% of all persons in households buying WASHING MACHINES within a 6-month period read LIFE*

Only LIFE covers so big vast appliance market

The percentages above are big percentages of an industry that's big in dollar volume. Any manufacturer who captured such a share of the total U.S. market would set an all-time high in sales.

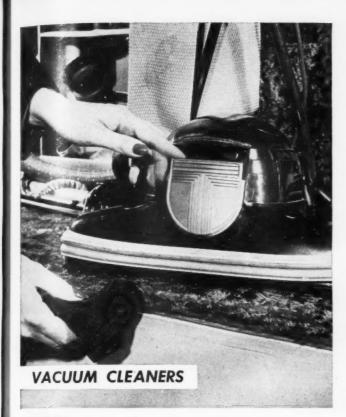
Yet these are the potentials for major appliance sales that lie in the audience of one magazine—and one magazine alone—LIFE. Why? Because only LIFE is dimensioned to the national appliance market. And only LIFE has local impact as widespread as the market itself.

The figures are based on a survey by Alfred

Politz Research, Inc., which also shows that LIFE each week is read by 23,950,000 people, and that in the course of 13 issues this audience grows to a total of 62,600,000—or over half the nation.*

Because LIFE, and only LIFE, can communicate ideas to so many millions so quickly and effectively, LIFE is the surest thing in advertising.

It is this that has led advertisers to invest more dollars-for-selling in LIFE than in any other magazine, more than they do for time on any radio or television network.



63% of all persons in households buying VACUUM CLEANERS within a 6-month period read LIFE*

riod



62% of all persons in households buying RADIOS within a 6-month period read LIFE*

a share of America's

* From A Study of the Accumulative Audience of LIFE by Alfred Politz Research, Inc. This study measures the number of people over age 10 who read a single issue of LIFE (23,-950,000) and reveals how this audience accumulates—as occasional readers are added to regular readers—to a total of 62,600,000 different people in thirteen issues.



9 Rockefeller Plaza, New York 20, N. Y.

First in Circulation

First in Readership

First in Advertising Revenue



THE AMERICAN COWBOY provides endless promotion capital for Levi Strauss. At San Francisco Cow Palace Dick Cronin, Levi Advertising Manager, presents company-sponsored trophy to Sul Ross team, winners of National Intercollegiate Rodeo Association's Grand Championship. Such awards are made annually by the Strauss firm.



ONLY FOUR-TIME WINNER of Grand Championship, Gene Rambo, gets Levi's "biggest cowboy buckle in the world." Thus Levi makes human interest news.

FREE: Romance of the Old West With Every Pair of Work Pants

The cowboys, lumberjacks and ranchers who people the advertising and displays to promote Levi's, America's most widely-known overall, have a universal appeal to old and young. This type of selling sold 7,000,000 pairs in 1950.

Based on an interview with DICK CRONIN, in Charge of Advertising and Promotion, Levi Strauss & Co.

Have you a workaday product that your salesmen find uninspiring?

That takes last choice or is forgotten in dealer displays?

That even your own promotion men find too plain for words?

Are you about to decide there are some items of merchandise that just can't fire the imagination of seller or buver?

Well, you're probably wrong. The experience of Levi Strauss & Co., in-

ventor and century-long purveyor of Levi's ("the original cowboy overalls" . . . "a new pair free if they rip") is at least one case in point to prove there is no product so prosaic that you can't put poetry into selling it.

What could look duller at first glance than a pair of tough blue jeans? Ranchers, cow hands, lumberjacks, fishermen, railroad men have worn them on the job for many years, with gratitude for their wearing qualities. But they never considered them glamorous. Neither did the makers. They pointed to wear ("made from the world's heaviest denim"), durability ("copper-riveted at all points of strain"), and comfort ("cut snug and trim for lasting comfort in action"). They thought they were doing well—as they were—when sales reached a steady million or so pairs annually to loyal workers on rugged jobs.

Then, a big idea that began small gradually developed into the selling of Levi's all the color and drama of the old West, revolutionizing the promotion of an item that still remains a workaday garment to the agricultural and hard-wear markets.

It was in the mid-thirties when Levi Strauss & Co. began to realize what an advertising gold mine they had in their own history and in the traditions of the Far West where Levi's came into being to meet the miners' need for work pants that could take it. Levi Strauss arrived in San Francisco with the Gold Rush throngs in 1850, bringing along some bolts of a powerful fabric from

Nimes, France, then called serge de Nimes (denim) which he intended to sell for tents and wagon tops. But the demand of miners for pants that would stand the occupational stresses of gold-panning changed his plans—and his future—as well as the appearance of millions of Americans. It is easy to understand why durability became the basic advertising point for Levi's. Glamor began to be added when the East rediscovered the West via dude ranches, and the "dudes" discovered western wear.

When they went home they took it with them, particularly the Levi's. The sturdy, streamlined pants caught on at colleges—girls as well as boys. Levi Strauss knew that it had a fast broncho by the mane—and held on

tight.

Grand

s Levi's

world."

f news.

earing

idered

d the

'made

im")

t all

("cut emfort they

ere nillion orkers

when ealize they n the where that rrived Rush

some

from

ENT

"We catered to the trend," says Dick Cronin, advertising and promotion manager, "secured all the fashion magazine backing we could, cooperated with ranch folk, made sure to use all publications that serve the dude ranch set." And Levi's, known to farmers as "the Two Horse brand," were started on a two-horse promotion. "For hard work or hard play . . . no better overall made," became the promotion theme.

During the next decade there developed a promotion plan that is a model of its kind for consistency and naturalness of tie-in of a product with an advertising theme. It is one that has firmly identified Levi's with the saga of the West in the story-loving minds of all ages, both sexes and almost every occupation of Americans across the continent. New markets have been won thereby and the established ones have been revitalized. Superimposed on the adult

appeal of honest quality, it has sent sales climbing. And, what is of vital importance to a manufacturer of a garment that is essentially unglamorous and lacking the "news" value of fashion, it has given a two-gun shot to dealer promotion.

Like most well-rounded selling programs, that for Levi's separates into the major phases of advertising, sales contacting, dealer relations and aids, and field relations.

The advertising separates again, roughly, into western and eastern phases.

Media and Copy Themes

The backbone of Levi advertising in the West is outdoor posters -4,500 of them, and the promotion department would like more. In Colorado and Arizona where it can't get as many as it could use the company supplements with newspapers. The cowboy theme, often handled with humor (a Levi wearer thrown by his horse into a cactus bed, or tossed by a bull, and the slogan, "Don't worry. Levi's can take it.") is the attentiongetter in outdoor poster copy. But the major emphasis is on the durability and comfort of Levi's. There is also the reminder to patronize the local dealer. (Mail order houses are a big competitive factor in the West for this type of garment.) The trim charm of the outdoor girl in Levi's for ladies is also played up on posters.*

Supplementing the outdoor program in the West is flavorful copy

*A Levi's poster placed second in the miscellaneous class among the 100 Best Posters for 1949.

in a long list of stockmen's and riders' publications and in "Rodeo History & Records." A current advertisement in the latter pictures a frontier scene, plugs Levi's as "First in the West and still the best," devoting the brief copy to a straight statement on the product: "Since the West was young, the famous blue denim overalls made by pioneer Levi Strauss have always been the first choice of cowboys and rodeo champs. Levi's are the original cowboy pants—often copied in appearance, but never equaled for long wear and slim trim fit."

Here are a few of the many features originated by Levi's and never successfully duplicated by others: "made from the world's heaviest denim, specially loomed for Levi Strauss & Co.; reinforced with real rivets at all strain points; patented concealed rivets on back pockets. Only Levi's carry this famous guarantee—a new pair free if they rip. Don't be fooled by imitations—get the real thing. Look for the Red Tab on the back pocket. Look for the Two Horse Brand leather label. Look for the oil-cloth ticket."

We quote the copy in full because it presents tersely the whole Levi selling story as it has been told over and over by salesmen, dealers, and advertising copy for 100 years. Different phrasing may be used but that's all there is to tell, more or less elaborated. It is the basic weft of the promotion. Woven in with it is the warp of the West's romance.

Take the comic strip copy currently run in stockmen's and riders' publications. Heading the basic copy, pointed up with the slogans ("the cowboy's favorite for 100 years"... "a new pair free if they rip"), are



LIVELY WINDOW DISPLAYS like this one keep Levi pants moving at the retail level. Company supplies authentic western props, plays "home on the range" theme for all it is worth.



SO YOU THINK YOUR PRODUCT HAS NO DISPLAY VALUE? See what Levi's manage to do with work pants. Favored back-drop piece is this huge "Corovel Display"

NO DEAD Spots here

BUSINESS—In St. Petersburg It Is EXCELLENT!

Bank debits for the first quarter of 1951 show an increase of 27 per cent over last year LEADING ALL OF FLORIDA IN RATE OF GAIN . .

The St. Petersburg TIMES, leading newspaper of Florida's fastest growing market, continues to reflect this gain with increased lineage over its record 21,859,699 for 1950 leading in ALL classifications . . . leading ALL Florida papers but one.

St. Petersburg - Florida
Daily **TIMES** Sunday

Theis & Simpson Co. Inc.

New York Detroit Chicago Atlanta
V. J. Obenauer, Jr. in Jacksonville, Fia.



illustrations of cowpunchers in action: "Hey, Charlie—that new boy can sure put a loop on one." . . . "Yea—makes 'em fit just like a pair of Levi's." In a second the junior rodeo champ is telling his girl: "An' these are the same Levi's my grandad and my daddy wore when they were little boys." A third shows a cigar-smoking diamond-stickpin stock-owner wearing the famous denim pants—and the cowboy's comment: "Now there's ol' Charlie—probably worth ten million. He wears the best money can buy—that's why he always sticks to Levi's."

East Sees Different Copy

The copy that's read on the range and vicinity, in short, is earthy, realistic. The tradition is taken for granted, but it is there in the background always lifting the Levi above a mere article of clothing.

Advertising to the East, to playboys and girls, to the sophomore set, to the juvenilia and their mothers, takes a different approach. The soft light of distance plays over it. Glamor is added . . . the note of nostalgia.

The East learns about Levi's from newspapers. The expanded newspaper program this year puts the Levi story into 129 dailies and Sunday gravures. The attention-getter here is a stage coach scene, a frontiersman repairing a wheel of his covered wagon, pioneers clearing ground to build log cabins-all clad in Levi's. Slogans are a little different ("Your best buy for wear" . . . "the original blue jeans") and the copy brief: "Get yourself a pair of Levi's - the best-looking, easiest-fitting, longest-wearing overalls made-tested and proved by a century on the western range." "No wonder men who built the West wore Levi's. And no wonder that today, after 100 years, men of action still prefer Levi's" (note that "men of action").

The two main phases of advertising, outdoor and newspaper, are tied together with space in two magazines of national circulation having grassroots appeal: Farm Journal and True. Here the copy is half way between the firm factual copy of the western approach and the softer note of the eastern approach: romance in the background, textual emphasis on "matchless wear" . . "faultless fit" . . "more comfort than any other overalls you've ever worn" . . . "tested and proved by a century on the West's toughest jobs."

A series of pocket-size illustrated folders for years has been effective advertising for Levi Strauss. Each one in the series takes up some phase

of western history or lore. Some are: "Levi's Round-Up of Western Towns" giving the origin of well-known or less-known place names; "Levi's Round-Up of Western Saddles and Saddle Lore." There is one on the "Stories of Western Brands and What they Mean" (cattle, not commerce). Others are on "Long Guns and Western Riflemen," "Western Guns and Gunfighters," a "Round-Up of Western Indian Lore" and one of "Western Transportation"—by land, sea, rail, street and cable cars, automobiles, and ferries, and methods of carrying mail.

The style of these is exceptional. The facts, authentic down to the last detail, and stories are skilfully woven in with the information. Well-known writers on Westerniana are the authors, chosen for their authority on the subject matter. A new one is issued annually and they are said to be collectors' items—not alone among the younger set. There is no advertising in the text. But Levi's are cleverly tied in at the end.

The Levi Strauss distribution setup is direct to retailers. It has eight plants in the West and Middle West and is planning more. While Levi's hold the center of the promotional stage, the firm makes a complete line of western riding wear for men, women, and children. It acts as western wholesale distributor for a number of nationally known lines of men's furnishings of the outdoor type. Its 50 salesmen work mostly in the West. (It is a company policy that all must come up through the organization and thoroughly know the Levi story.) The major job of these men is not to "sell" in the ordinary sense-Levi's had not been able to suspend merchandise allocation when Korea started it all over again. Their big job is to work with retailers to make and keep Levi's prominent in the display picture so that the dealer may cash in on the interest roused by the advertising and on the loyalty of established customers.

Western Theme Predominates

The cowboy theme has been a bonanza in helping the sales force in this job. All point-of-purchase advertising is tied in with it. In its San Francisco sales headquarters the company has built a full-size log cabin model display and "idea school," together with exhibits of western objects, ranging from the historical to the contemporary, that would do justice to a small museum. Dealers learn from these displays, and are aided by salesmen armed with a big book of illustrated suggestions and ideas: how

Before a manpower crisis hits your office

provide the

estern wellames;

Sad-

s one

rands , not Long Vest-

ore" orta-

and

rries.

onal.

e last

10wn

n the

ssued

col-

the

ising

verly

set-

West.

evis

line men, vestnumnen's Its Vest.

nust

and ry.) not evi's

ner-

orea big

nake

dis-

may

the

es-

es

bothis sing ran-

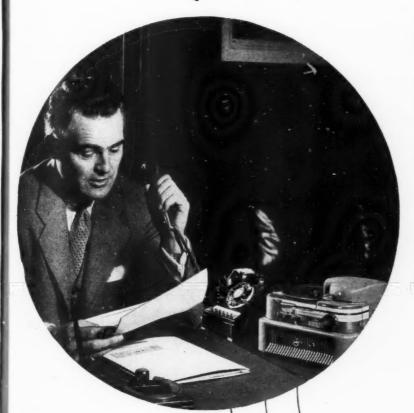
any

ther

conto a rom leslus-

NT

Added Business of AUDOGRAPH dictation! Capacity



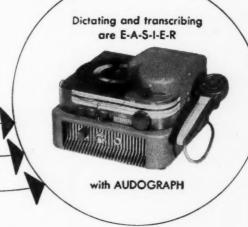
Ever consider the possibility of a manpower crisis in *your* office?

The growing demands of the Defense Program are already having their impact on offices throughout the country. This may strike *you* sooner than you think!

Already solving the problem for thousands upon thousands of offices is AUDOGRAPH dictation... for the ABC (added business capacity) of AUDOGRAPH means increasing office output (up to 30%) without adding to personnel.

No better way of assuring the steady flow of office output than meeting the problem before a dearth of competent personnel finds you shorthanded. To discover the best means of licking the problem, mail the coupon, today!

We regret that we cannot always deliver Audographs without delay. But demands have exceeded all precedent . . . and these days we're also devoting much of our efforts and raw materials to national defense work. So-if you're waiting for delivery of your new Audographs — won't you please be patient? You'll find them well worth waiting for!



AUDOGRAPH

SOUNDWRITER

AUDOGRAPH sales and service in 180 principal cities of the U.S. See your Classified Telephone Directory—under "Dictating Machines." Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (export affiliate of Western Electric Company) in 35 foreign

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.

Street City

they can dramatize and glorify their displays of workaday blue jeans. Dealers in rural and ranch areas are reminded that they can pick up their own "props" right on the ground with the greatest of ease. Those who can't or won't go to the trouble, or who are in towns and cities, can and do borrow from the company's collection: saddles, spurs, firearms, fancy cowboy boots, branding irons, roping paraphernalia, and dozens of other objects that have become symbolic of the Old West.

THE PERCENTAGE IS ALL IN YOUR FAVOR A large percentage of profits today can be traced to the buying power of the rich Quad-City Market. (Davenport, Iowa, Rock Island, Moline and East Moline, Illinois). 1951 Sales Management Survey of Buying Power figures reveal total effective buying income of \$402,-783,000 . . . and Davenport alone has an average effective buying income per family of \$5,947! PUNCTUATE YOUR SALES In This RICH QUAD-CITY MARKET By Using The DAVENPORT NEWSPAPERS The Only Newspapers with Home-Delivered Circulation on both the Iowa and Illinois sides of the important Quad-City market. The Davenport Newspapers THE DAILY TIMES THE DEMOCRAT & LEADER represented nationally by Jann & Kelley, Inc.

As backdrop for displays, Levi Strauss provides elaborate material. A major piece is what the company calls its "Corovel Display," costing \$10 to \$12 each. Made of strong corrugated paper, this is a full-color life-size panoramic scenery backdrop full of vivid western action. It is used in windows to dramatize the past and present tough-wear (or hard play) uses of Levi's; or in interior displays ranging in size from a section of a department to an entire Western Wear "room" or area in a large store.

Stimulating Dealer Interest

The corrugated material makes the display flexible, tough, light, easy to handle. It rolls into a long box for shipping to dealers. It is loaned to them only, for a stated period or special display, and makes the rounds of a list of retailers before ending up in an important permanent display. It can be adapted to any size or type of window or interior, used flat, set up with end-pieces to make scrolls, and otherwise manipulated by the imaginative window-dresser or Levi salesman. It puts action into countless clothing merchants' windows during special promotions, pioneer festivals, rodeos, in western territory. In the East it helps dealers create the authentic atmosphere for a Levi display.

"It's a continuous educational job to keep the dealer and his sales employes on their toes," says Mr. Cronin. "The longer a retailer has handled, and learned to take for granted, a steady profit item such as work pants, the more he is inclined to let promotion slide, to let its value in his store become secondary to the superficially more glamorous garments such as women's swim or sun suits and high style items. There's limited display space and intense competition for it. If our product can't make a strong enough bid in interest for its share of that space, we don't get it." But Levi's are getting it, more and more willingly, with dealers all over the country swinging into the spirit of the thing.

One of the salesmen's jobs, incidentally, is to be careful to see that any western display featuring Levi's is authentic in the least detail, because the company makes sure there is never an anachronism or a false note in any of its advertising. Working cowboys, ranchers, rodeo champs and all youngsters who are Western fans and Levi wearers "are keen to spot anything phoney," Mr. Cronin points out.

Not content to rest on tradition, Levi Strauss keeps in continuous range-roots contact with farm folk and their youngsters, cattle and stock. men, rodeo associations and agricultural clubs. With the development of dude ranching which started in the 1930's it has added these to the friendly contacting program of field relations.

Since the early days, the company can truthfully say, with pride, there rarely has been a rodeo champion who has not worn Levi's. Now the champs also wear gold and silver "champ buckles" awarded by the company and have the chance to walk off with Levi's \$1,500 Grand Champion Award, given through the International Rodeo Association. A similar award of \$1,500 is made annually to the "All Around Cowboy" through the Rodeo Cowboy Association. Levi's are understandably prominent at all such western doings.

Witnessing them, hanging on the awards, are also any number of 4-H Club youngsters and Future Farmers. They too, come in for various prizes from Levi Strauss. Events put on by them, such as rodeo, cowboy or cattle shows, never take place without a good showing of Levi Strauss literature, from colorful posters to the series of "Round-up" folders de-

scribed.

Teenagers have another reason to remember Levi Strauss: Since 1897 the firm has financed 28 scholarships at the University of California. In 1898 the first year's winners surprised Strauss at his home with a testimonial of gratitude. They were not wearing Levi's. The old gentleman no doubt would have been shocked if they had been; but his descendants in the family business are gratified by the compliments paid the famous garment by tens of thousands of college, and now high school youngsters and their kid brothers and sisters. This was an outgrowth of the crashing of the lowly "hard-wear" work pants into "society" with the advent of the dude ranch.

In Step With a Trend

The company didn't start it. It did make full use of the opportunities to expand its market which the trend offered. It put colorful Levi westerntheme blotters in guest rooms and the first of the series of western lore folders on the ranch house desks. A special Dude Ranch Fashions folder was designed to wise up the visiting tenderfoot. "Going Dude Ranching? Take a tip from the cowboy on what to wear-and why! . . . Get the Real Thing! Levi Strauss authentic Western Wear.'

Text is headed by a photograph of brisk-riding men and women - authentically clad - and captioned: "Here's the inside story on Western styles from Levi Strauss & Co. . . . the cowboy's tailor since 1850." It describes, with illustrations, each item from boots to bandana and cowboy hat and gives a Dude Ranch Wardrobe check list with columns for "basic," "recommended" and "optional."

stock-

gricul-

ent of

n the

0 the

field

npany

there

n who

hamps

hamp

npany

with

mpion

terna-

imilar

lly to

rough

Levi's

at all

n the

f 4-H Farmarious ts put

oy or

thout

litero the

de-

on to 1897 rships a. In

sur-

ith a

were

entlebeen

t his

ss are

d the

sands

chool

s and

of the

vear"

h the

It did

ies to

trend

stern-

d the

lore

ks. A

folder

siting

hing!

what

Real

West-

ph of

oned:

A friendly association with dude ranchers and their associations grew up, with mutual benefits developing. The company found many ways to send business to ranch operators. At the Golden Gate International Exposition in 1939-40, for example, the Levi Strauss exhibit brought dude ranches to the hundreds of thousands of visitors in an interesting way. A feature of the exhibit was a mechanical puppet rodeo show* which later was put on a streamlined sound truck to become a traveling show.

"Genius in human relations is the infinite capacity for taking pains in dealing with other people."

"Winning Your Way With People" by K. C. Ingram

Pillars of the proscenium arch forming the puppet theater listed on the one hand rodeo dates, on the other dude ranches and outdoor vacation spots.

When the dude ranch tie-up got into full swing Levi Strauss was feeding promotion into three or four hundred ranches. Those big enough to have commissaries stocked Levi's—of course.

Having won over Mamma, Papa, Big Sister and Brother to the wearing of the jeans, Levi Strauss has its eye on the growing (in every sense of the word) market of Kid Brother and Sis. From six on up, there's hardly a Western child who does not have, or covet, the miniature Levi's that are now tailored for junior cowboys and girls. "We don't see it as just a fad," says Mr. Cronin. "Mothers are finding these sturdy pants a blessing in disguise."

They are merchandised in the same way as are adult garments, with the same literature. And, of course, the cowboy theme in advertising is a natural. The traveling puppet rodeo show on its big bright red truck has become a familiar sight in playgrounds, around schools, at fairs, and

a variety of community doings where the young congregate and never forget the fun they had. Romance may sell the youngsters on Levi's, but it is durability that keeps their mothers sold, the company believes, and advertising is tuned accordingly.

What the story of Levi's, from a sales point of view, sums up to is this: An article known and promoted for nearly a century as the best in its field for what it was meant to give in service, reached, through solid merit consistently maintained, a sales vol-

ume in the neighborhood of 1,000,000 pairs a year.

Then glamor was added: The jingle of spurs, the dash of romance, the color and action rightfully associated with it were consciously brought into play in every phase of advertising, selling, display and publicity. Result: Seven million pairs of Levi's went into use for "hard work or hard play" in 1950. "And all the signs point to our adding a millionand-a-half more to that in 1951," says Mr. Cronin.

\$750,000 SERVED BY THE San Diego Union THE MOST and IMPORTANT CORNER **EVENING TRIBUNE** IN THE U.S. A. REPRESENTED NATIONALLY BY

^{*}See SALES MANAGEMENT for May 1, 1942.



RECOGNITION, in the form of cups, goes to the two NSE clubs which have contributed the most to the advancement of salesmen and of sales management as a science. Arthur H. Carter (left), past president of Advertising & Sales Executives Club of Montreal accepts the SALES MANAGEMENT Award (to clubs with less than 75 mem-

bers). L. W. Dunham (right), president-elect, The Indianapolis Sales Executives Council, received the Raymond Bill Award (to clubs with more than 75 members). Raymond Bill (center), publisher of SALES MANAGEMENT and first president, NSE, presented the cups. Selection is entirely in the hands of a committee selected by NSE.

Montreal and Indianapolis Clubs Take Top Honors at NSE Confab

The 16th annual convention of National Sales Executives drew 1,500 members, presented awards to the outstanding small and large clubs, elected Al N. Seares chairman, and chose San Francisco for '52 meet. Here's a report.

More than 1,500 top sales executives attended the 16th annual convention of National Sales Executives, Inc., at the Waldorf-Astoria Hotel May 31-June 2.

Indianapolis Sales Executives Council won the Raymond Bill Award, with honorable mention going to San Francisco Sales Managers' Club. The SALES MANAGEMENT Award was won by the Montreal Advertising and Sales Executives Club, with honorable mention going to San Diego Sales Managers Club.

These silver cup awards, offered annually by Sales Management magazine, go to the two clubs affiliated with NSE who contribute the most, in their areas, to the advancement of salesmen and to sales management as a science. The Raymond Bill Award is offered for the best performance among clubs with 75 or more members; the Sales Management Award among clubs with less than 75 members.

While SALES MANAGEMENT is the sponsor of the awards, the winners

are chosen by a committee appointed by National Sales Executives, Inc.

Sixteen new Clubs were added during the last year, bringing the total number of clubs up to 122, with a total membership of 16,604. The new clubs (Club Numbers 107-122) are: Sales Executives Club of Lancaster, Pa.; Sales Executives Club of Akron; Sales Executives Club of East Central Ohio; Sales Executives' Club of New Hampshire; Roanoke Sales Executives Club; Knoxville Sales Executives Club: North Shore Sales Executives (Lynn, Mass.); Sales Executives Club of Tampa; Sales Executives of Greater Peoria (Illinois): Sales Executives Club of Central Iowa; Forsaljningsledarnas Grupp (Stockholm, Sweden); Wilkes-Barre-Scranton Sales Executives Club; Sales Executives Club of Hagerstown (Maryland); Duluth Sales Executives; Sales Executives Club of Springfield, Illinois; Fort Wayne GREE Sells Canned Milk

GAINS

31%

MORE SALES THAN NEAREST COMPETITOR

s with

Cups.

inted Inc.

dded

the with

The

122) Lan-

East Club Sales Ex-Sales Ex-Ex-

ois):

itral

rupp arrelub;

own ecuof

NT

197,000 GRIT Families buy this one brand advertised consistently in GRIT. GRIT Families demonstrate their preference for GRIT-Advertised brands where it counts the most... at the cash-registers in 16,000 True Small Towns!

Other GRIT-Advertised grocery products earn similar preferences—a margarine, 30% increase in sales...a house-

hold product, 49% of the total market, another grocery item, annual sales volume over \$750,000.





WILLIAMSPORT, PA.

Ask Osborn, Scolaro, Meeker & Scott for the GRIT Reader Survey

Small Town America's Greatest Family Weekly
— with more than 600,000 circulation

GRIT Sells for Its Advertisers—It Can Sell for You!

SHORT CLOSING DATE: LAST FORMS CLOSE MONDAY PRECEDING DATE OF ISSUE!

JUNE 15, 1951

Sales Council.

The 1952 NSE convention will be held in San Francisco May 26-28.

Al N. Seares, vice-president and director of domestic sales and services, Remington-Rand Inc., New York, N. Y., was elected chairman of the board of NSE. Other national officers chosen are:

First Vice-Chairman: G. J. Ticoulat, director, National Production Authority, Department of Commerce, Washington, D. C.

Second Vice-Chairman: C. Clair Knox, vice-president, Real Silk Hosiery Mills, Indianapolis, Ind.

Third Vice-Chairman: Fen K. Doscher, vice-president, Lily-Tulip Cup Corp., New York, N. Y.

Vice-Chairman for Canada: C. M. King, sales-service manager, The Hoover Co., Ltd., Hamilton, Ontario, Canada.

International Director: Elmer R. Krueger, president, Paper Art Co., Indianapolis, Ind.

Treasurer: Leonard P. Markert, secretary and general sales manager, Will and Baumer Candle Co., Syracuse, N. Y.

Past Chairman: Arthur A. Hood, vice-president, Vance Publishing Co., Chicago, Ill.

Past Chairman: Arthur H. Motley, president, Parade Publication, Inc., New York, N. Y.

President: Robert A. Whitney, New York, N. Y.

Other new officers elected to serve until after the 1952 convention in San Francisco are:

REGIONAL DIRECTORS

Eastern: Ray T. Crowell, president, Rowe Paint & Varnish Co., Niagara Falls, N. Y.; Northeastern: William R. Moore, vice-president, Norton Co., Worcester, Mass.; Southeastern: E. A. Darr, vice-Worcester, president, R. J. Reynolds Tobacco Co., Winston-Salem, N. C.; Western: Fred Powers, regional sales manager, Century Electric Co., St. Louis, Mo.; Midwestern: Hal W. Dotts, vice-president, Jewel Tea Co., Jewel Park, Barrington, Ill.; Central: James C. Doyle, general regional sales manager, Ford Motor Co., Detroit, Mich.; Southern: R. J. Jones, Jr., president, Dick Jones Motor Co., Chattanooga, Tenn.; Southwestern: T. Frank Smith, president, Radio Station KRIS, Corpus Christi, Tex.; Pacific: Edward O. Morgan, west-ern director, Motorola, Inc., Los Angeles, Calif.; Northwestern: Colonel Albert Hooker, western sales manager, Hooker Electrochemical Co., Tacoma, Wash.; Canadian: C. M. King, sales-service manager, The Hoover Co., Ltd., Hamilton, Ontario, Canada; International: Elmer R. Krueger, president, Paper Art Co., Indianapolis, Ind.

DISTRICT DIRECTORS

Maine, New Hampshire, Vermont, Massachusetts: Fred Emerson, sales manager, Sparton Saw Works, Springfield, Mass.; Rhode Island, Connecticut: Brayton D. Fisher, sales manager, Narragansett Electric Co., Providence, R. I.; New York City: Eugene S. Thomas, manager television operations, Television Station WOR-TV, New York, N. Y.; Eastern New York: Wilbur A. Bean, secretary-treasurer, Equitable Credit Corp., Albany, N. Y.; Western New York: Henri Vidal, district manager, Westinghouse Electric & Manufacturing Co., Buffalo, N. Y.; New Jersey: Gordon Bass, president, Gordon Bass and Co., Newark, N. J.; Delaware, Eastern Pennsylvania: J. Niel Adam, West Chester, Pa.; Western Pennsylvania: R. Warren Graffam, district manager, Bird and Son, Pittsburgh, Pa.; Ohio: Frank A. Kolb, assistant general sales manager, Cleveland Electric Illuminating Co., Cleveland, O.; Michigan: Merritt D. Hill, vice-president, Dearborn Motors Corp., Birmingham, Mich.

Indiana: E. M. Huxford, district sales manager, Inland Container Corp., Indianapolis, Ind.; Wisconsin: R. B. Sawtell, sales manager, Creped Wadding Division, Kimberly-Clark Corp., Neenah, Wis.; Illinois: John Harkness, A. T. Kearney & Co., Chicago, Ill.; Minnesota, Notrh Dakota, South Dakota: Orville C. Hognander, vice-president, G. H. Tennant Co., Minneapolis, Minn.; Iowa, Nebraska: Ed E. Nicholson, vice-president, Warren Nicholson Co., Davenport, Ia.; Missouri, Kansas: Frank V. Webb, manager, Radio Station KFH, Wichita, Kan.; Maryland, Washington, D. C., West Virginia: George Smith, general sales manager, Southern Dairies, Washington, D. C.; Virginia: Ralph E. Truax, branch manager, Remington Rand Inc., Richmond, Va.

North Carolina, South Carolina: Robert H. Greenlee, branch manager, Royal Typewriter Co., Inc., Charlotte, N. C.; Florida: William J. Hamrick, vice-president, Gulf Life Insurance Co., Jacksonville, Fla.; Georgia: Roy Hatten, president, Hillcrest Memorial Park, Savannah, Ga.; Kentucky: Maurice Perkins, Perkins Motors, Inc., Louisville, Ky.; Tennessee: Paul Ramsey, president, Ramsey Electric Co., Chattanooga, Tenn.; Alabama: Rush Stallings, Rush Stallings Motors, Montgomery, Ala.; Mississippi, Louisiana: S. L. Drumm, vice-president, New Orleans Public Service, Inc., New Orleans, La.; Arkansas, Oklahoma: Robert Sesline, president, Credit Service Corp., Oklahoma City, Okla.; North Texas: Joseph P. Bowlin, J. P. Bowlin Co., Ft. Worth, Tex.; South Texas: Madi-son Farnsworth, division general manager, Gulf Oil Co., Houston, Tex.; New Mexico, Colorado, Southern Wyoming, Utah: Paul J. Devine, W. H. Bintz Co., Salt Lake City, Utah; Arizona, Southern California: R. L. Fitzpatrick, sales manager, American Airlines, Phoenix, Ariz.; Nevada, Northern California: Lee S. Connick, district manager, Owens-Illinois Glass Co., San Francisco, Calif.; Oregon: Phillip Hill, sales manager, Hyster Portland Ore.; Idaho, Montana, Northern Wyoming: Irving T. Erickson, sales manager, Jewel Ice Cream Co., Portland,

Washington: James W. O'Brien, district manager, National Cylinder Gas Co., Seattle, Wash.; Eastern Canada: A.

C. Wilkinson, director, advertising & public relations, Electrolux, Ltd., Montreal, Quebec, Canada; Western Canada: H. R. Lemmon, sales manager, Bulman Bros., Ltd., Winnipeg, Manitoba, Canada; Far Western Canada: Clarke Simpkins, president, Clarke Simpkins Limited, Vancouver, B. C., Canada; Mexico: Walter Purple, general manager, Hoffman-Pinther & Bosworth, S. A., Mexico City, Mexico; Finland, Sweden, Norway: Bertil Neuman, Lindberg and Neuman, Stockholm, Sweden.

DIRECTORS AT LARGE

C. C. Choyce, retail merchandising, Sears, Roebuck and Co., Chicago, Ill.; Richard H. DeMott, president, S.K.F. Industries, Philadelphia, Pa.; Charles R. Speers, vice-president, American Airlines, New York, N. Y.; Edward M. Douglas, vice-president, International Business Machines Corp., New York, N. Y.; Ray Eppert, executive vice-president, Burroughs Adding Machine Co., Detroit, Mich.; Dan Hudson, consultant, Office of Small Business, Department of Commerce, Washington, D. C.; Alex M. Lewyt, president, Lewyt Corp., Brooklyn, N. Y.; Everett F. Merrill, president, Merrill and Usher Co., Worcester, Mass.; Cy Nigg, president, Bell Brands Food, Los Angeles, Calif.; H. Bruce Palmer, executive vice-president, Mutual Benefit Life Insurance Co., Newark, N. J.; Floyd A. Poetzinger, partner, Poetzinger, Dechert & Kielty, Chicago, Ill.; Donald C. Sloan, president, Sloan & Wilcox Investment Co., Portland, Ore.

Directors of Service

For the Public: Carl Byoir, chairman of the board, Carl Byoir and Associates, New York, N. Y.

For the Educator: Dr. Robert L. Johnson, president, Temple University, Philadelphia, Pa.

For the Government: Paul Wooton, president, Society of Business Magazine Editors, Washington, D. C.

For the Clubs: Gene Flack, sales counsel and director of advertising, Sunshine Biscuits, Inc., Long Island City, N. Y.

For the Corporation: Faus Solon, vicepresident, Owens Illinois Glass Co., Toledo, Ohio.

For the Sales Executive: Charles E. Love, executive vice-president, Commercial Controls Corp., Rochester, N. Y.

For the Salesman: John M. Wilson, vice-president, National Cash Register Co., Dayton, Ohio.

Distribution Council: J. Warren Kinsman, vice-president, E. I. du Pont de Nemours & Co., Wilmington, Del.



ubeal,
R.
os.,
Far
esiver,
ple,
&
ico;
leuolm,

ing, III.; K.F. s R. ines, glas, Ma-Ray Burtroit, ee of eerce, eveyt, Y.; and Nigg, geles, vicerance nner, ident, ident,

John-Phila-

ooton, gazine

counnshine Y. , vice-

les E. mmer-Y. Wilson, degister

Kinsont de



MENT



ARKETING

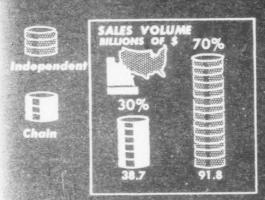
med by Philip Salisbury, Editor

CTOGRAPHS

designed by The Chartograph Co.

THE BATTLE OF THE INDEPENDENTS VS. THE CHAINS

The 1948 Census of Business reveals:



NUMBER OF STORES



Single stores

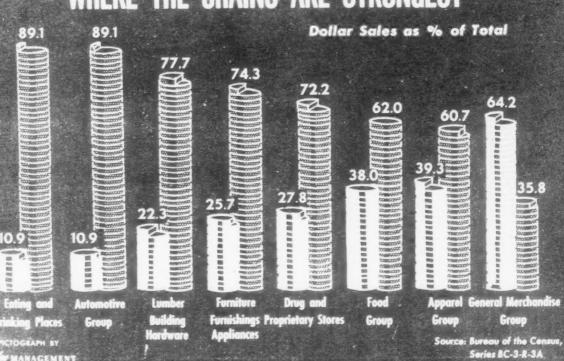


SALES PER STORE

100

416

WHERE THE CHAINS ARE STRONGEST



Detroit Means Business

DETROIT'S BUILDING VOLUME

fourth in the nation— MEANS BUSINESS, TOO!

As befits Detroit's HOME

newspaper, The News is a stimulant for home building activity. In the last several

years, Detroiters have purchased 38,915 Detroit News' house plan books and 18,633 working blueprints. They have paid over \$100,000 for these home designs originated by this newspaper and supplied to Detroit residents at cost. Because of its popularity with home-bodies, the HOME SECTION of The News, a regular feature of its Friday editions, has proved most lucrative to advertisers of building and home improvement products.

To do a sales-building job in this industrial marketwhere individual factory workers average over \$75 weekly-build your advertising program around The News. It exerts such great influence on Detroiters' homemaking and buying habits that advertisers place practically as much linage in The News as in both other Detroit papers combined.

464,940

highest weekday circulation of any Detroit newspaper

571,757

highest Sunday circulation in Detroit News' history

A. B. C. figures for 6-month period ending March 31, 1951

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

ulant everal News' They origidents, the of its

\$75 The homeprac-other

r, Chicago

EMENT



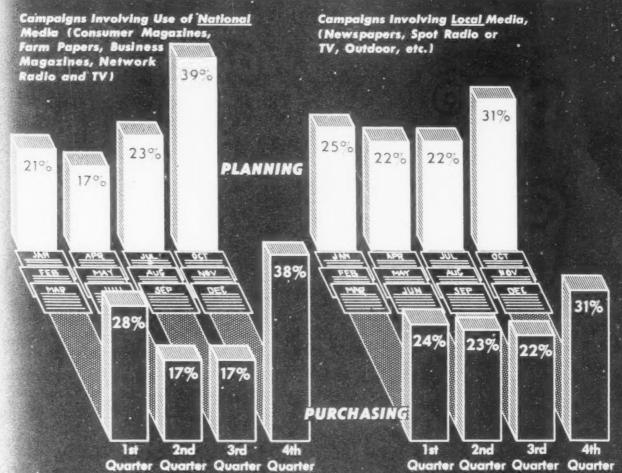


NO SUMMER LULL IN PLANNING OF ADVERTISING

A survey made this Spring by SALES MANAGEMENT among agency media directors, measures the planning and purchasing activities of agencies and their clients . . . and shows that the Summer months of July, August and September are extremely important.

It used to be... 15 or 20 years ago... that campaigns were planned, and purchases of space and time made, on a 12-month basis, with high peaks registered in December and January; since then it has become general practice to review old plans and make new ones on a <u>quarterly</u> basis.

The survey was conducted among media directors (many of them officers) of A.A.A.A. agencies and others having recognition from two or more of the major publishing associations:



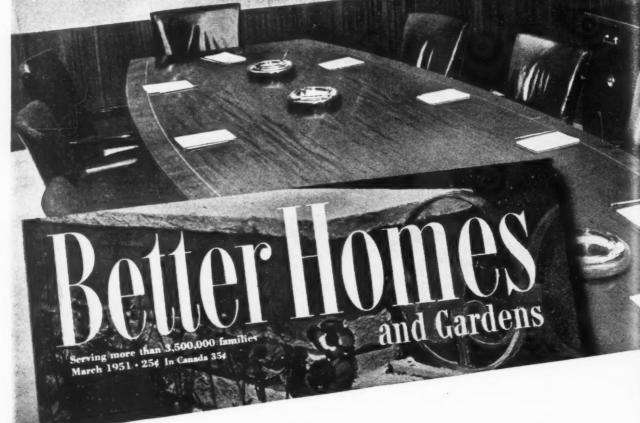
In campaigns involving localized media, the planning and purchasing is very evenly divided throughout the year, with only 9 percentage points representing the spread between the low and high quarter in both planning and purchasing... In campaigns involving national media, the third quarter is the second most important for planning... choosing the fields to be developed, and the media to be used.

PICTOGRAPH BY

Sala MANAGEMENT

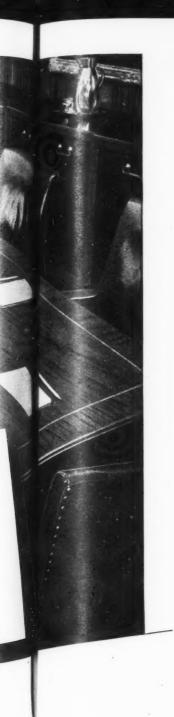
6-15-51

Source: SALES MANAGEMENT Survey, April, 1951.



BIG job ahead?

You need BH&G help



Yes, help from Better Homes & Gardens — the ONLY one of the 3 BIGGEST man-woman magazines that topped 3½-million circulation entirely through editorial counsel that builds a lasting urge to buy!

IMAGINE a 3½-million man-woman market built *entirely* by stimulating desires for more and better things.

What a market! What a market for any good product or service that makes life fuller, busy days easier, recreation more enjoyable!

That's Better Homes & Gardens' market of 3½-million selected families. 3½-million families pre-screened for their greater interest in—and greater ability to buy—whatever you offer.

These multimillions expect no fiction in BH&G. Instead, they expect—and find—what's new, what's better, what's for them—and friendly counsel directing their wants.

And, on BH&G's pored-over advertising pages, they find the *things* to fulfill those wants—today, tomorrow and through the years.

That's how BH&G completes a circle which is SERVICE in its fullest sense—service to the reader—and to the advertiser—both.

Yes, BH&G offers the only market of its kind, more than 3½-million strong! It rates key-position on any sound media list—and can be counted on to do a whale of a job all by itself.

So, in viewing that big job ahead—short view, long view, or both—view BH&G in its true focus: a key magazine to do your big job in a big, BH&G, better way!



MEREDITH PUBLISHING COMPANY

WHY APPLIANCE SELLING IS TOUGH

Michigan

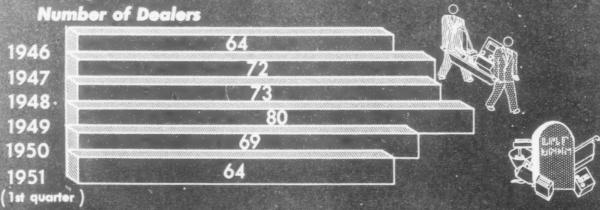
Kalamazoo

Desher

For the past six years <u>Electrical Dealer</u> has used Kalamazoo County, Michigan, as a "base" market to determine what is taking place on the appliance scene. Subsequent reports by the Department of Commerce generally confirm the projections made from the sample county.

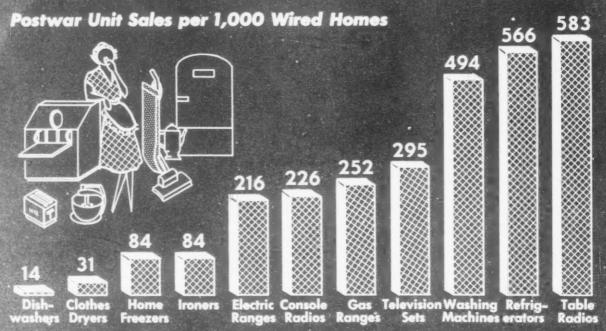
WEAK DEALERS DROPPING OUT

Sales of appliances . . . radio . . . TV zoomed from \$2,500,000 in 1946 to \$6,528,000 in 1950, but some dealers got in too late, and the number has subsided to the 1946 level.



DEGREE OF POSTWAR SATURATION

In five years the average owner of a wired home has purchased \$723 worth of appliances . . . radio . . . TV, starting with \$91 in 1946 and going to \$209 in 1950 when TV came to the county.

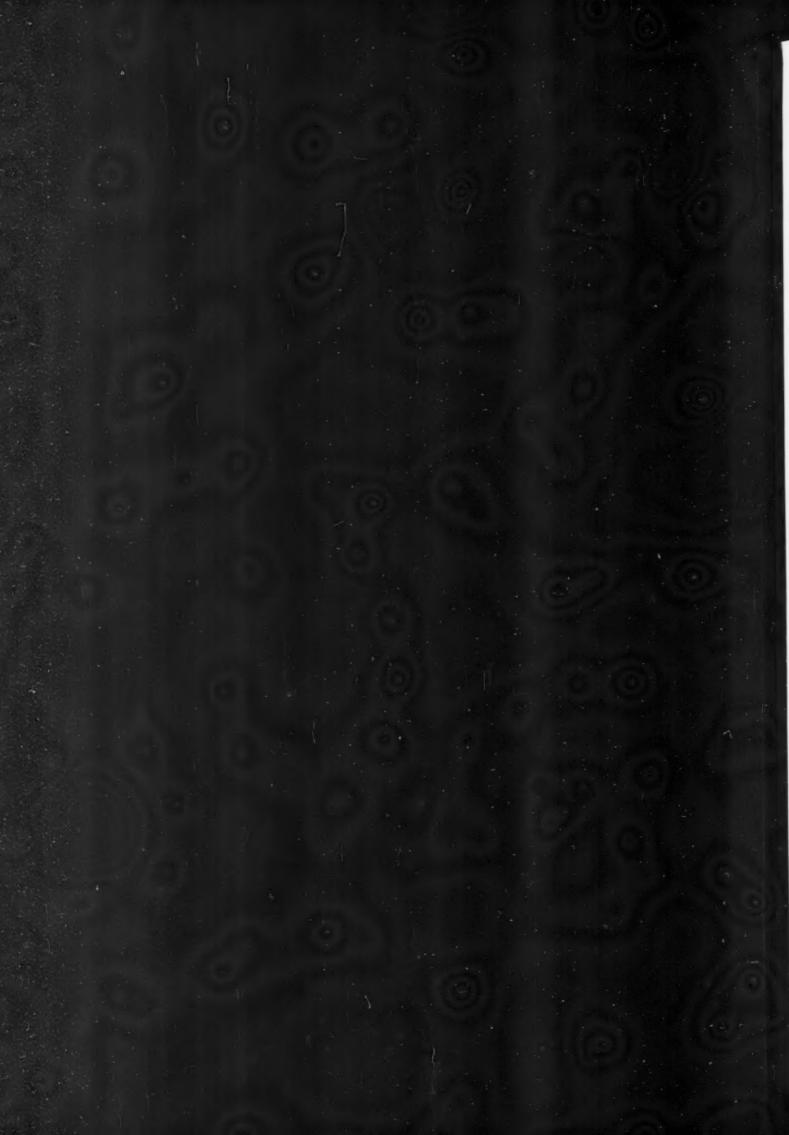


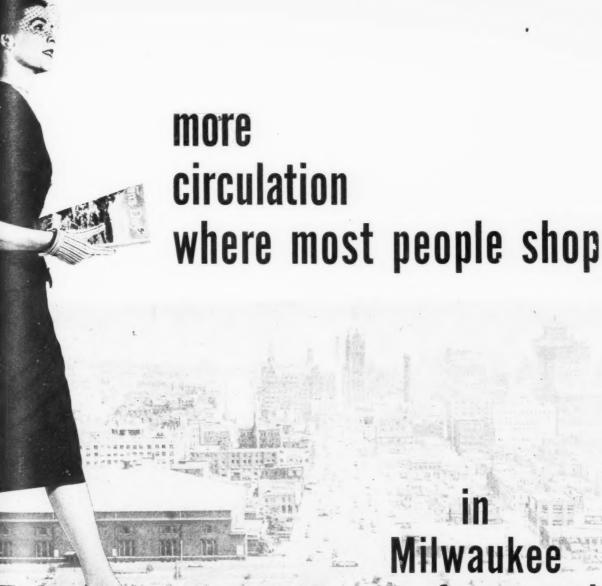
The magazine concludes, "It is logical to deduce that sales of refrigerators, washers and ranges have hit their all-time peak. While scare headlines sold these appliances in 1950, more scare headlines this year will have less and less influence."

Sala MANAGEMENT

Source: Electrical Dealer, May, 1951







ilwaukee for example

The National Magazine . . . with the NEIGHBORHOOD impact



Woman's Day covers 44 A&P stores . . . 44 shopping centers ... 61,913 families in the metropolitan trading area! Because Woman's Day is sold only at these A&P stores, its entire circulation* is concentrated where it will do you the most good ... in the busy shopping areas where most of your sales are made. Count on Woman's Day for minimum waste . . . and maximum coverage where it counts.

In Milwaukee alone, Woman's Day gives you 22.69% family coverage!

Compare that with any other magazine ... and you'll see why it's dollar-wise to advertise in Woman's Day.

*Total national figure: 3,750,000 . . . world's largest single-copy circulation.

HOW "NATIONAL" ARE YOU?

For the past several years newspapers in 15 cities have made annual Consumer Analyses along the pattern developed nearly 30 years ago by the Milwaukee <u>Journal</u>. The 1951 consolidated analysis sponsored by these enterprising newspapers covers 144 product classifications, including food, drug, appliance, automotive.

The facts show that rare indeed is the brand which is uniformly strong throughout the nation. Strength in one market, weakness in another, may be traceable to local habits and prejudices ... but more likely is caused by variations in sales ability and advertising pressure.

Here is the range between High and Low, in % of Homes Using, for selected commodities in the

grocery store field. The brand is one which has leadership in 5 or more of the 15 cities. KELLÓGG CORN FLAKES 43.6 Duluth-Superior **Breakfast Food** 33.1 St. Paul HILLS BROS. 31.1 St. Paul Packaged Coffee 7.6 Indianapolis GOLD MEDAL 61.6 Columbus Regular Flour 4.5 Birminaham NUCOA 45.2 Fresno Margarine 1.2 Duluth-Superior Vegetable Shortening CRISCO 80.8 Fresno 46.0 Birmingham Canned SPAM 64.5 Duluth-Superior Luncheon Meats 22.2 Birmingham 78.5 St. Paul SKIPPY Peanut Butter 16.4 Washington, D.C HEINZ 74.2 St. Paul **Bottled Catsup** 17.2 Sacramento BIRDS EYE 63.8 Columbus Frozen Vegetables 27.4 Fresno NORTHERN 60.7 Milwaukee Toilet Tissue 1.0 Modesto TIDE 42.0 Modesto Laundry Products 16.7 St. Paul Toilet Soap, hands and face TOX 27.4 Indianapolis 13.5 Spokane HALO 42.5 Omaha Liquid Shampoo 10.5 Seattle 64.8 Birmingham COLGATE 38.0 Indianapolis **JERGENS** 59.8 Birmingham 24.4 St. Paul

Sale MANAGEMENT

Source: 1951 Consolidated Consumer Analysis





Bendix Hangs Out Wash for Employes

Office gals get the lowdown on Bendix appliances' selling points.

The first truism of selling is: First the salesman must sell himself on the merits of his product.

It may come as a shock to some manufacturers to discover that the people in the plant who make the product or who work in the office may not think too highly of the product. Part of their lack of enthusiasm simply may be a case of lack of information.

Bendix has become a household name in automatic washers. But Bendix has tried an experiment, It invited the girls working in the home office to attend demonstrations on the Bendix and to fire questions at Mary Price of the Bendix Home Laundry Institute. The invitation to the demonstrations attracted 101 of the 120 women office employes.

Questions They Ask

Bendix takes the position that if you can answer the product questions of the girls in your office you are well set for almost any question a potential customer can throw at you.

Many of the employes of Bendix Home Appliances Division, Avco Manufacturing Corp., South Bend, Ind., who came to the six demonstrations have been themselves Bendix users for years. But, as Bendix soon found out, they had a hamper full of questions about wash-day procedures. They were eager to ask.

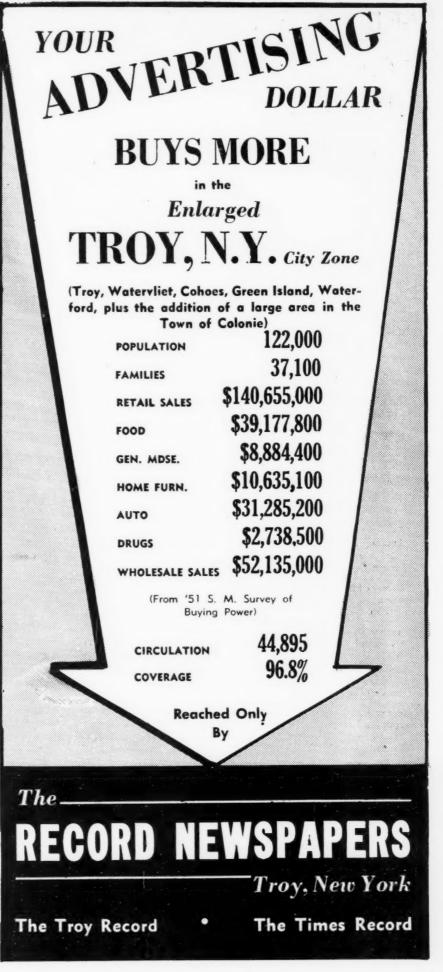
What Bendix had to say about washing practices apparently was an eye-opener to the girls who worked next door to the Bendix assembly line. Said one girl:

"Many times, before, the occasion would arise when I was asked questions about our products and was unable to give an intelligent answer. Today I am able to speak with a certain amount of knowledge about our washers."

Another office employe declared:

"I think it would be a good idea to bying in the wives of Bendix employes even husbands."

What does this indicate to Bendix? Distributors and dealers, as well as manufacturers, should demonstrate their products to their employes.



ARE THESE Sales Problems SIMILAR TO YOURS?

A letter the other day asked, "What kind of work does The Marsteller Co. do?"

Broadly, we do sales and advertising analysis and planning for manufacturers, publishers and agencies. Specifically, here are a few of our present assignments:

. . . Reorganization of the advertising department of a major industrial.

. . . Analysis of the Canadian market potential for a multi-product producer.

... Investigation of the advertising potential for a new business paper.

. . . Review of the sales promotion program and marketing methods of a fast-growing parts manufacturer.

... Locating several top advertising and sales executives for an agency and two manufacturers.

... Survey of manufacturers' sales quotation practices for a leading trade publication.

Our organization is versatile, but our time is limited, so it's our policy to take only a few jobs at a time—jobs where we have experience, so that the client doesn't pay for our education—then see them all the way through.

It costs you nothing to talk to us about your sales and advertising problems. Further, we keep confidential matters confidential.

THE
MARSTELLER
CO. Marketing Counsel
612 NORTH MICHIGAN AVENUE
CHICAGO 11, ILLINOIS
Telephone Michigan 2-3919



Babs is interviewed in New York. Center: Harry Bowser, contest chairman.

[In this issue, the editor of "Shop Talk" happily turns over these columns to the junior high school student from San Jose, Calif., who won the national contest sponsored by National Sales Executives, Inc., for the best essay on Selling as a Career.

who won the hathar contest sponsored by National Sales Executives, Inc., for the best essay on Selling as a Career.

Miss Buechner was presented with a check for \$1,000 at the NSE meeting held May 31-June 1-2 in New York. (See page 62). Her teacher and sponsor, Lucille Eastman, received a \$100 award. This is the fourth annual award of this kind offered by NSE. This is the first time a girl has won top prize. Below is Barbara Ann's winning essay.]



Selling As a Career

There comes a time in the life of each of us when a decision must be made concerning the choice of a life's work—the choice of a career upon which to build hopes and dreams. It is not an easy choice, and it must be a rational one, for success is not built solely on dreams; it must have a firm foundation—a foundation only one person can lay—the person whose responsibility it is to complete the building. This choice is usually made upon graduation from high school, because whether the graduate is planning to attend college or to begin his career immediately, the choice must be made; it cannot be put off indefinitely. It must be approached with a keen understanding of the advantages which are to be expected from one's life work.

Choosing a career is predominant in my thoughts right now, because that career, to a great degree, will control my life. Therefore, I must analyze every potential occupation carefully if my choice is to be the wisest and most satisfying to my needs.

To find the right occupation, I must put it to various tests which it must pass before getting my approval; however, I have to ask definite questions or I won't get definite answers. Different questions will be asked of various vocations; but some of the basic qualifications don't vary—they are sought in every work, by every wise person who looks to the future!

There are four general attributes which usually characterize the "right" occupation. First, the work must be agreeable, and I must be suited for it; it must offer personal satisfaction and a feeling of accomplishment. Second, the income must be ample for my needs and pleasures, with something left over for savings. Third, the vocation must be stable, not founded on whims or chance. Fourth, the job should offer a chance for me to serve the public.

I plan to enter the profession of selling upon graduation from college, and have sought to determine whether the foregoing qualifications obtain, thereby making it one of the most excellent occupations available. I used the conditions already mentioned as criteria and considered selling in all its phases. I convinced myself that selling would fit my personal needs. I found that selling passed these rigorous tests well, and filled all required specifications.

The first requirement is that the work be agreeable to me, and that I should be well suited to it. Will I be a good salesman? Am I adaptable to this work? Do I fill its qualifications? Does it fill mine? If one likes joining in discussions, is a good conversationalist, likes using the power of persuasion, has a pleasing, polite personality, has self-confidence, keeps his customers happy (remembering that keeping a customer's trust and faith is equally as important as making sales), and these traits are coupled with a sincere desire to sell and a goodly amount of practical business sense, he should meet the fundamental requirements of a successful salesman. However, no one can work successfully at a job if he is not happy; he must be content or he will not succeed. I firmly believe that selling brings more of a feeling of contentment and satisfaction than most occupations, because it provides a chance to meet people and it offers the satisfaction of working hard and seeing your own self-made accomplishments in payment. Therefore, selling measures up to my first requisite.

The second requirement specifically states that the profession be profitable to me, and that there be some provision for my old age. Will the earnings of a salesman be sufficient to cover my needs? In my declining years will I have enough to live on? In selling, one's earnings depend entirely upon one's capability and hard work. There is no limit to the earnings of a salesman, because, since most work is on a commission basis, his income depends upon the amount of effort, ability and initiative expended. Throughout America some of the highest paid businessmen are salesmen. Experience and common sense seem to be the two great essentials in selling, and since they seem to come with age, selling is one of the few occupations in which one grows more valuable as he grows older. However, if retirement became mandatory, the high wages of former years would assure security through dollar-averaging of prudent investments. So, we find that salesmanship meets every requirement of the second condition.

The third essential is stability. Will my income and job hinge on another's whim? Is selling a secure employment? The selling profession is as stable as the public's demand for the necessities and luxuries of life, as stable as the amount of effort exercised in the business by the salesman. In lean times, a man has to work harder to make the same amount of money as in normal years, but it is possible to make a good living even in a depression. Requirement three is undoubtedly fulfilled!

We come now to the condition that demands whether selling benefits the general public. How does selling assist the average person? How has selling benefitted mankind? People are skeptical of inventions; they have to be "sold" on anything "new." Countless inventions have proved a boon to mankind, but in almost all cases intense selling preceded their acceptance. The automobile is an outstanding example. The American public was rather intolerant of the new thorseless carriage" and doubted its many fine qualities, but salesmen worked long and hard to persuade the people to accept it. Today, the car is considered indispensible. Through the promotion of numerous other things, and the public's gradual acceptance of them, America has achieved the highest standard of living in the world.

My demands of a profession have been easily met—selling is an agreeable, stable occupation with unlimited income possibilities, coupled with an apportunity for service to my fellow-man. I am convinced that selling as a career offers a long list of assets—and no liabilities!!

-Barbara Ann Buechner.

What Brand is he Pushing?



You can get a reliable check on retail dealer activities

 You'd like to know what brands the dealers are pushing —but you can't visit all the stores to find out.

You can get a reliable check on retail dealer activities anywhere in the United States by using an ACB service. Brand preferences are reflected in newspaper advertisements, and ACB can furnish you all the details.

This and other important information is revealed in detail by ACB's Research Reports as it appears anywhere in daily newspaper advertising.

ACB Dealer Tie-In reports have been used by leading merchandisers for many years. They are made to your own specifications as to information or areas covered. Catalog of services sent executives on request.

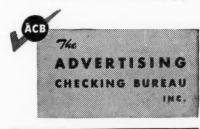


79 Madison Ave., NEW YORK (16)

538 S. Clark St., CHICAGO (5)

16 First Street, SAN FRANCISCO (5)

161 Jefferson Ave., MEMPHIS (3)







A farmer tacking up Celotex insulation board often is the end-result of a lot of missionary work by a Celotex salesman (extreme right) with a county agent (left) and farmer.

"If You Want to Sell the Farmer, Show Him Proof of Profit"

Year-in and year-out educational and promotional effort have earned a solid foothold in the farm market for Celotex. Personal selling and farm paper advertising long on figures, testimonials and case histories are what pay off.

The Celotex Corp., Chicago, 27 years ago began to feel out the farm market for its products. Three years later, in 1927, it launched its first sales drive to gain a place for Celotex insulation in farm buildings. That year, through educational and demonstration work with the American Society of Agricultural Engineers, an association of farm leaders, educators and members of the United States Department of Agriculture, the company inaugurated a program to teach the value of insulation in rural areas.

Year-by-year since then Celotex has broadened its program, working through education and services, to develop and widen its market. In a little more than a quarter of a century Celotex has grown to the point where it is selling its goods at the rate of approximately \$60,000,000 a year, of

which an important percentage is farm business.

"The manufacture of Celotex insulation board is based primarily on the use of bagasse, the fibrous material, previously waste, left over in the manufacture of sugar from cane," says Henry W. Collins, executive vice-president of The Celotex Corp. "In this manner we use waste to prevent waste. The modern farmer, in recent years has become a close student of economics, is quick to grasp such an idea.

"It makes sense to him when we

show him that for an investment of from \$50 to \$75 he can make his chicken house tight and warm and increase his egg and poultry production; that for an outlay of \$250 to \$300 he can insulate his dairy barn and so increase his milk production. From that point he quickly accepts the whole theory of insulation as it affects his dollars.

"Farmers everywhere, and especially young farmers who return from agricultural schools of universities and colleges, are avid readers of bulletins issued by such schools and by the Department of Agriculture. They listen to and work with their county agricultural agents because they have their eyes on increased production and more profits from their work. The Celotex Corp. has in the field approximately 225 sales engineers who work and cooperate with all these forces."

Celotex has had a lot of proving

Based on an interview with
HENRY W. COLLINS
Executive Vice-President, The Celotex Corp.



MORE "YOUNG MARRIEDS" SWINGING TO THE COMPANION . . .

Raymond A. Phelps of Earle Ludgin & Co. hears of leadership

During the past five years, the Companion has recorded the highest gains among young married readers, age 18 through 35, of all four leading women's service magazines. The Companion also marks first in gaining married readers of all ages. Most important, its increase in the vital younger roup, according to recent Starch Reports, is more man 150,000 over that scored by its nearest empetitor.

Now, more than ever, the Companion is the magaline of "young marrieds"—women with young, growg families who are setting buying patterns for the pars to come.

No wonder Raymond A. Phelps, Space Buyer of Earle Ludgin & Company, Chicago, is paying close at antion to the story being told by Companion representative Dick Howell. It means greater sales to growing, wanting, able-to-buy families!

COMPANION LEADS 4 WAYS

An independent readership survey* shows that among the four leading women's service magazines, out of every thousand families, the COMPANION reaches:

- 1. MOST "young marrieds," age 21 through 35
- 2. MOST families earning from \$3,000 to \$10,000
- 3. MOST families with children
- 4. MOST children per family

*Conducted in 136 scientifically selected cities and rural areas by Stewart, Dougall and Associates, foremost research organization.



AVERAGE CIRCULATION: MORE THAN 4,000.000

JUNE 15, 1951

ccepts as it

espefrom

f bul-

nd by

They

ounty

have

on and

The

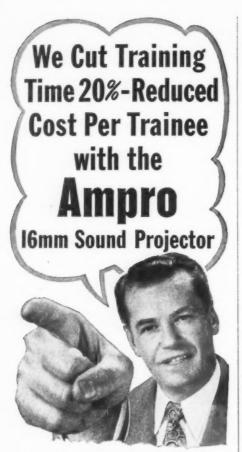
d ap-

s who

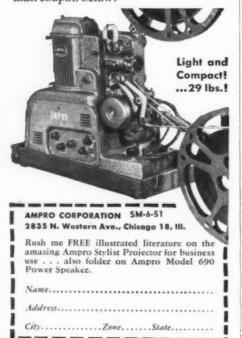
these

roving

MENT



You, too, will realize substantial savings in time and money by training new men with the Ampro Stylist! Thousands of businesses countrywide have proved sound movie projection unequalled for job training efficiency. And never before has one projector offered so much to industry: 29 lb. portability (complete with 8" speaker and carrying case) ... easiest to set-up and thread ... full hour real runs. Solve your training problem at low cost during the present world emergency ... and complete mail coupon below!



to do, Mr. Collins says, and its men are forever watchful for evidence. Take the case, for example, of the midwestern hog raiser. This man wrote that the year before last he lost 250 pigs. He blamed his loss to cold, drafty hog houses. He lined the walls and ceiling with Celotex board and last winter he didn't lose one pig.

Such testimonials have a telling effect on farmers when they read them in farm publications, in farm publication advertisements, in farm bulletins, or when they hear them by word of mouth from county agricultural agents or Celotex engineer salesmen.

Plans for Farmers

Celotex merchandising runs the gamut of this and kindred education. After proving the point, the company makes the way easier by offering the farmer expertly prepared plans for tight, warm barns; for building poultry houses that mean better production; for warm, scientifically ventilated brooder houses; for protection brooder sows; for insulating milk houses against heat, and so on through every phase of farm production—on to dollar production.

Other advertising and promotion, using space in farm papers, home furnishing magazines and general circulation magazines, takes as its theme better farm living. Celotex makes this a story of home insulation. Through its dealers, it makes available complete plans for building new insulated homes as well as suggestions for insulating old homes. Nor is the close-in suburban home field overlooked, because millions today have their eyes on homes outside congested

city areas.

"Farm people today are deeply concerned with home improvement and comfort," says Mr. Collins. "We know that as a result of responses to our advertising. Two years ago we offered a series of eight-page folders with designs of floor plans and elevation drawings for moderately priced houses, together with pointers on building. In 12 months we sold 125,000 of them for 10 cents each; the second 12 months, slightly more than 50,000. They are still going out at the rate of about 100 a week. A large percentage of them go to rural ad-

dresses.

"We have learned something else about advertising: Twenty-two years ago we moved from our address in Chicago's lower Michigan Avenue. We still receive inquiries mailed to that address. Where do people get it? It must be from old advertisements or old mailing pieces. Thirteen years

later we moved again. We have been at our present address nine years. We still receive at the second address a surprising number of requests for information about our products.

"The only answer I can think of is that persons who are planning to build some day, or to modernize old homes, often obtain information and file it away for a long, long time. Then, suddenly, when savings have been made or the hour is ripe, action starts. Thus sales of this kind may lie dormant a long time before they spring into life."

From the beginning, Celotex has worked to build findings and data to support the theory that insulation has a direct effect on food production. Field work was started as long ago as the late 1920's, in cooperation with the Extension Department of Michigan State College in Lansing. Four full years were spent on this one

program alone.

In the spring of each year insulated brooder houses were constructed by farmers in counties selected by Michigan county agents. In the fall, insulated laying houses were built. In each case these structures were erected from plans developed jointly by Celotex and the college. During the period of construction specialists lectured on poultry raising, agricultural engineers lectured on correct building methods; experts in the employ of Celotex lectured on insulation and ventilation.

Unchallengable Proof

This was pioneering in product use which paid off because unchallengable proof was presented to farmers and poultry men, to the directive heads of the American Society of Agricultural Engineers and to state colleges, that thermal insulation is vitally important in any program pointed toward profitably increasing farm production. Because of the success of the initial promotion, it was not difficult to plan similar programs with extension departments of other agricultural colleges in 28 states.

From this point the promotion broadened swiftly. In cooperation with Celotex, leading farm journals conducted experiments on their own farms. Working models of farm buildings built from plans developed by specialists in the employ of Celotex were demonstrated at state and county fairs and at farmer-dealer meetings from coast-to-coast. Work, especially with dealers, was never permitted to lag. It was a long-time and ceaseless program.

During long years of close collab-

THE MOST COMPLETE

Prize and Premium

Headquarters

UNDER ONE ROOF

Whatever your Prize Incentive or Premium or Mail Servicing needs, there is a Division of Ross Coles and Company staffed and equipped to handle your requirements.

WE HAVE MORE THAN DOUBLED OUR CAPACITY...

In keeping with a growth and reputation that is second to none in the Incentive field, we again expand our facilities by many thousands of square feet. We are dedicated to the creation of outstanding Incentive Campaigns both in the field of Sales and

s a

01

to old and

me. ave ion nay

hey has

i to

has

on.

ago vith chiour one

on-

se-

In

ped ege.

tion ais-

ired

erts

on

use

ners

tive

of

tate is ram sing

was

her

tion

tion nals

)wn

ped

elo-

and

aler

ork,

per-

and

lab-

NT

Industrial Relations programs, and in the warehousing, shipping, and servicing of the world's finest merchandise for Prize Incentive purposes. Read below and write us regarding the particular service or services in which you're interested.

PRIZE INCENTIVE HEADQUARTERS...

The Ross Coles Prize Books available for your Incentive programs are filled with Prize Excitement. They offer a powerful means of solving your incentive awards whether they be for sales, production, safety, attendance, Suggestions, or Service. More than 1,000 nationally famous items are featured. Prizes

for everyone. You do not have to buy, stock, or ship a single item. We do the entire job for you at our wholesale prices, too. Our Creative Staff is at your service in helping you develop an Incentive Program designed to overcome your particular problem effectively and at the lowest possible cost.

CONSUMER AND DEALER PREMIUM PLANS...

The Premium Division is staffed by men who have spent years in the actual merchandising and planning of liquidating Premium offers, Dealer Coupon programs, box-top offers, and other related activities. This is an art and a business in itself. It is a separate and a distinct division of our company and its services are available to companies that are seeking professional "know-how" regarding the use of Premiums to increase their business among consumers or dealers.

A NEW MAIL SERVICE DIVISION...

In line with Ross Coles and Company's objective in furnishing a complete service, those companies who are interested in complete Premium mailings, handling of coupon or box-top redemptions, packaging, mail sampling, etc., are urged to get in touch with us. This Division can also handle the mailings of such things as House Organs, Recipe Folders, Dealer Dis-

plays, etc. Heading up this Division is an executive who knows every phase of Mail Servicing. He has handled Mailing Campaigns running into millions of pieces and for some of the largest companies in the country. It can be well worth your while to let us bid on any Mail Servicing activity you now have or may now be contemplating.



"PARADE OF PRIZES" Write for Sample Copy

An exciting new, small prize book that you can use in many ways. Here's a colorful, sparkling sixteen-page book containing more than two hundred of the most popular Prizes in a wholesale price range of from twenty-five cents to approximately thirty dollars. This is an excellent, inexpensive book for use in stimulating dealers, distributor salesmen, your own salesmen, or agents. It can also be used among company employes as an award basis for safety, suggestions, recruiting, cutting down waste, etc.

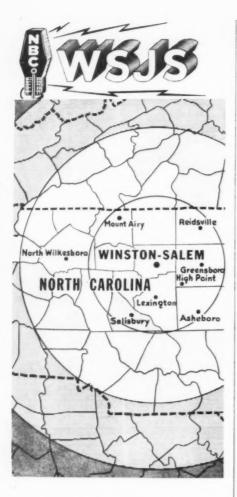


ROSS COLES AND COMPANY, INC.

333 W. Lake Street • Chicago 6, Illinois

Eastern District Office: 70 East 45th St., New York, N. Y.

West Coast Office:
Room909, Western Merchandise Mart, San Francisco, Cal.



Only ONE Station DOMINATES

This

Rich, Growing 15-COUNTY MARKET

With

\$531,621,000*

RETAIL SALES

*Sales Management, 1951 Survey of Buying Power



AM-FM WINSTON-SALEM

oration with government and college authorities, county agents, farm publications and farmers themselves, Celotex developed plans and specifications for a complete set of farm structures. These plans form the nucleus of a dealer farm service that has been in operation for many years. They include recommendations for two kinds of brooders, a range shelter, laying houses, hog houses, storage buildings, dairy barn, milk house and cooling tank.

Lumber Yards Profit

Lumber yards particularly—being the principal dealers handling Celotex products-have profited by the use of these plans in cultivating farm business. Countless buildings, built around the plans, have been constructed in every section of the country. In answering inquiries, Celotex advises: "Take these plans to your dealer. He will figure your materials and will save you money.'

It is practice to inform the inquirer where he can find his nearest dealer, giving name and address. The dealer, likewise, will be told the farmer's name and thus he will be armed for

a follow-up.

To supplement the assistance provided by farm building plans, The Celotex Corp. maintains a farm construction service which supplies information to farmers and dealers who may wish to ask the Celotex Architects Sales Service Department for advice on proper building methods which may not be fully covered by the basic plans.

Another important phase of the Celotex farm business lies in remodeling and new construction of farm residences. The farmer in recent years-especially the farmer's wifeafter reading home furnishing magazines and farm pages in newspapers and other publications, has become fully as conscious of home comforts as city dwellers. Therefore much of the Celotex national farm advertising is directed toward home construction and remodeling.

The building business in the last quarter of a century has become a complex industry and the Celotex line is merchandised as one of variety and utility. The Celotex representative must-and this is emphasized-contact many people who influence his business. This is especially true in the

farm market.

At each agricultural college there is a group of instructors who teach not only farm building but specialized construction of farm service buildings. The Celotex representative makes it his business to know these men and to keep them informed about Celotex products. The county agent is generally a graduate of the state school of agriculture and is the accepted advisor of farmers in his area. He knows what is going on in his vicinity because it is his business to know.

The Celotex representative contacts his county agents regularly. They are perhaps the most reliable source of farm information. While neither the men at the state college nor the county agent can directly aid in the sale of Celotex products, there are many occasions when the company representative may arrange to talk to groups of farmers or students about matters that do have a direct bearing on his business. These talks usually must be made without mention of trade names.

Vo-Ag instructors, who teach better farming methods to farm boys and girls, are also valuable contacts as are agricultural engineers of electric utility companies. The latter work closely with farmers on ventilating problems and are interested in proper insulation because it aids the efficiency of a ventilating system. Celotex representatives are urged to keep the agricultural schools, county agents, Vo-Ag teachers, and utility engineers well supplied with information on Celotex products.

Why Advertise Now?

Celotex consistently maintains a strong advertising schedule in leading farm papers, both national and regional. Currently a forceful campaign is being carried by such leading farm publications as Successful Farming, Farm Journal, Progressive Farmer, Better Farming Methods, Poultry Tribune, Hoard's Dairyman and others. Thousands of booklets and mailing pieces have been, and continue to be, distributed to spread the story.

This aggressive and sustained promotion has had worthwhile returns in the establishment of Celotex products in the farm market. Because of this, and because the farm market still offers a great sales potential, The Celotex Corp. plans to continue forceful promotion of this market in the

"Even though business is good, and even though a company's salesmen are working hard, it is important that management give them something new each year," Mr. Collins maintains. "We make it a hide-bound practice to come out with some new plan, new theme, new portfolio, new advertising plan, and new merchandising plan to spur them on to carry through."



Are Your Sales Messages Reaching This Huge Consumer Goods Market?

• A new study, just released by FARM JOURNAL, presents a startling new picture of the national market based on data collected by Industrial Surveys Inc. for many of the nation's largest advertisers: This study has been widely acclaimed, not only for its information on buying habits of Rural America-but facts on audience patterns and buying habits of all families reached by magazines.

In FARM JOURNAL'S half of the national market, families spend over 47 million dollars a year for packaged desserts. An advertiser buying the 4 weeklies and the 4 women's service magazines misses a million and a quarter of the families who read the largest selling magazine in this half of America-FARM JOURNAL!

For complete details contact FARM JOURNAL.

ıd ex of d-

e-

et-

ket

The rce-

the

and

nen

hat

iew

ins.

tice iew tislan h."

NT



NEVER A DULL MOMENT: After voting on selling techniques, differences of opinion are all threshed out, keeping the distributor salesmen mentally alert.

Brake Experts Made in 60 Minutes: All About Grey-Rock Jobber Meetings

Discouraged with the performance of the distributor salesmen who handle your line? Then take a long look at this quickie training plan. It's put a new lift in Grey-Rock sales.

Grey-Rock Division of Raybestos-Manhattan, Inc.* is getting increased volume in brake lining sales by putting some new ingredients in distributor sales meetings: 60 minutes of fast change of pace with recordings, films, demonstrations . . . and an opportunity to vote on selling techniques and compare opinions.

"Although Grey-Rock sales in 1950 were at an all-time high, sales to date for 1951 are running at a remarkably increased volume over the same period of 1950," Jas. A. Wheatley, Jr., sales manager, reports. "And we attribute this gain in no small measure to the interest, enthusiasm and increased effort on the part of distributor salesmen after they have attended our fast-stepping meetings.'

Grey-Rock has hundreds of active distributors, the majority of whom sell the lines of a large number of manufacturers.

"Our problem," Mr. Wheatley explains, "is this: To build satisfactory volume from the market, it is necessary to rely on the efforts of our distributor salesmen because it is impossible for our own salesmen to do the job alone.

"We are actually in competition for the time and effort of distributor salesmen with all other manufacturers whose lines they sell.

"Many distributors hold only eight, ten or twelve meetings for their sales staffs during a year. And frequently they have three or four manufacturers' representatives present at a single meeting-which sometimes lasts only an hour or two. So one of our biggest

problems is to have one of the distributor's limited number of meetings devoted entirely to a presentation of our line-or at least get the time it takes to put over our story.

"Our basic selling story hasn't changed in a number of years; therefore, we decided that it was necessary this year to snap up our sales meetings-and keep them going in high all the way through—to hold the interest not only of new distributor salesmen, but of the salesmen who have sold our line for many years.

"To intelligently sell our line, the distributor salesman should thoroughly understand its selling points. He should know our merchandising policy, and have some technical knowl-

BY A. B. ECKE

*Manheim, Pa.



Mr. BMB tells us there are more than a million of them! Think of it—a weekly audience of a million WFAA listeners means a million potential customers for your product. Customers with a stabilized income. For example, the DALLAS-Ft. Worth area alone is number one in retail sales among America's 19 major markets with populations from 500,000 to one million!*

And here is the bonus... within WFAA's primary radio coverage area which includes 180 counties in Texas, Oklahoma and Arkansas...radio homes have increased 49% since 1940! More than 964,253 of those radio homes do not have television sets!

Here are your potential customers...and the way to sell them is through WFAA!

*1950 Census—Consumer Markets—BMB

WFAA-820 WFAA-570
59000 watte NBC-TQN

Radio Services of The Dallas Morning News • Martin B. Campbell, Gen. Mgr. • Represented Nationally by Edward Petry & Co.

JUNE 15, 1951

dis-

ings

1 of

e it

sn't

ere-

sary

eet-

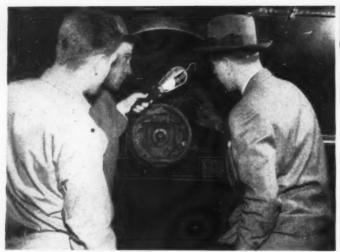
rest ien.

sold

He oliwl-

NT

85



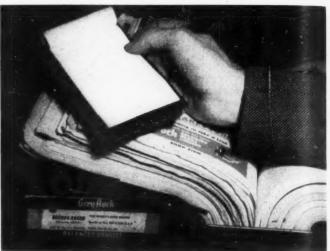
"... Would you step into the conversation... the way he did? Distributor salesmen vote on such questions and compare opinions.



They find all the answers to Balanced Brakes in the pages of this pocket-size sales manual with a stock check sheet attached.



After the sales meeting the distributor salesman is prepared to talk with the dealer . . . concentrate on major selling points . . .



... and do a little figuring to prove that brake service can be built with stock on hand and Grey-Rock merchandising aids.

edge of the types of brakes in which our linings are used.

"We have held distributor sales training meetings for a number of years, but this year we are giving the men more information, ideas and instruction than ever before—and in less time. We are holding their interest—particularly by giving them an opportunity to vote on methods of sales presentation and to informally discuss the votes. It gives them tools they can use in their daily work—tools which help them to be more successful in selling the Grey-Rock line.

The Grey-Rock sales meeting program is the result of the collaboration of the company's sales and advertising departments, the marketing and merchandising department of Raybestos-Manhattan, Inc., Tradeways, Inc., and Gray & Rogers, Grey-Rock's advertising agency. What it does:

1. Concentrates on major selling points of the Grey-Rock line, impressing the salesmen with the fact that they are selling a quality line."

2. Demonstrates the products—what they can do, where and to whom they can be sold.

3. Provides information and selling tools the salesmen can use every day.

4. Explains the sales possibilities of Grey-Rock products and why it pays to put more time on selling them.

5. Provides the means of carrying the sales story on to the dealer and, in turn, helps the retail trade to increase its brake service business.

The fast change of pace is accomplished by the use of a recorded skit, a voting sheet and informal discussions of the sales techniques the jobbers' salesmen voted on; a recording and black and white slidefilm and a slidefilm in color with script reading produced by Tradeways, Inc.; a discussion of various kinds of brakes, demonstrated by putting together the basic parts of plastic brake models; a final wrap-up, briefed down, in a pocket-size manual which includes a stock-check order pad for the distributors' salesmen to use in selling.

Considerable time and money were spent on the preparation of the program, but most important of all for the success of each meeting, Mr. Wheatley points out, is the man who conducts the meeting—the Grey-Rock salesman. "Our salesmen, even though district managers and factory sales executives frequently participate, are entirely responsible for the success or failure of the meetings."

The program was first presented to Grey-Rock salesmen at the beginning of the year during three three-day meetings: one at the home office in Manheim for eastern salesmen, one in Chicago for midwestern and southwestern salesmen, and one in San Francisco for salesmen on the Pacific Coast

Factory executives, the assistant sales manager and advertising manager announced the program and conducted a meeting exactly as it was to be conducted later by the salesmen. This was repeated by assigning to individual salesmen certain parts of the

Tell it to Kimberly-Clark

An idea exchange service for advertisers and buyers of printing

Let your colors set the mood!

Too often, personal opinion enters into the selection of colors for an advertisement. Actually, there are basic psychological reactions to most colors which should be taken into consideration. Blue creates a feeling of coolness, freshness, cleanliness - and is the favorite color with men. Red rates first with women, and is the "exciting" color; browns and tans are warm, dignified, and frequently appetizing in the case of foods, while purple is often depressing. Light or bright yellows are cheerful, and black on yellow is the most legible of all combinations. If you choose colors carefully, they'll help achieve the desired mood in printed advertising-and you'll avoid many common mistakes seen every day.

> George W. Straub, Art Director, Outdoor Advertising, Inc.



I got off my printer's neck!

vere

pro-

for

Mr.

who

rev-

ven

tory

ate,

suc-

d to

ning

day

in

one

uth-

San cific tant nan-

s to nen. in-

NT

Recently I checked back over a 12-month period and found that almost every job we had given our printer had been a "rush." I also found that most of the mistakes and overtime charges were a result of his having to meet our hurry-up deadlines. So I tried eliminating the word "RUSH" wherever possible, on work going to the printer. Since then, type proofs have been near perfect the first time-extra charges have been reducedand the work is being completed almost as fast as before!

> Luther W. Mendenhall, National Aluminate Corp., Chicago, Ill.

A 7-carload "dream"?

No-when the Toni Company ordered an amazing 7 carloads of printing paper



for a hair-care booklet, the order was based on facts - not someone's "dream"! For in the exacting school market (where the booklet was offered), material of this nature must fulfill a definite need to be successful. The need was discovered and a booklet prepared, based on the findings of Toni's field-trained Education Staff. Basically non-commercial in nature, the booklet gives teen-agers real help in the



art of hair-care. And in so doing, the Education Staff knew what the demand would be - accurately predicted a printing requiring 7 carloads of paper! Yet even now, it looks like that order may only be the first!

> Leah L. Anderson, Educational Director, Foote, Cone & Belding, Chicago, Ill.

Do you have an item of interest? Tell it to Kimberly-Clark!

You, as an advertiser or buyer of printing, are invited to contribute to this column. Any item of interest pertaining to advertising or printing is acceptable, and becomes the property of Kimberly-Clark. For each published item, a \$50 Defense Bond



will be awarded to the sender. In case of similar contributions, only the first received will be eligible for an award. Address Editorial Dept., Kimberly-Clark Corporation, Neenah, Wisconsin.

As paper is once again on allocation, help prevent the shortage from spreading. And remember - you add crisp freshness and sparkling new sales appeal to all printed pieces - at less cost, with less waste-when they're done on fullycoated Kimberly-Clark printing papers. Use them whenever possible.

Kimberly-Clark Corporation NEENAH, WISCONSIN

Quality Machine-Coated Printing Papers

Hifect* Enamel Lithofect* Trufect* Multifect*

*T. W. REG. U. S. PAT. OFF.

JUNE 15, 1951

program to present to the group. Each salesman was presented with a 53-page meeting guide book which outlines the purpose of the meetings and gives detailed instructions on how they should be conducted.

With so many manufacturers requesting sales meeting time from distributors, Grey-Rock management says it is important to plan well in advance to assure cooperation from distributors in scheduling meetings.

This is done by first advising distributors from the factory that a new and interesting meeting is being readied, then relying on the Grey-Rock district managers and salesmen in the field to follow up with a definite routine to get the meetings scheduled as soon as possible.

Meetings now are being held in all sections of the country. Here's how Grey-Rock stages them:

The distributor executive in charge of the meeting introduces the Grey-Rock salesman, who opens the meeting with a brief talk.

The salesman then points to a disc record: "I'm going to put on a little skit enacted by professional talent." He turns on the record. Says the announcer: "We are going to hear in this record how one distributor's salesman talks about Grey-Rock brake linings. This isn't a model talk. Some of it is pretty good; some, not so good. You can decide for yourselves what you think of it."

As soon as the record has been played, the Grey-Rock salesman passes out "voting sheets." This is a surprise move. Instead of telling the distributor salesmen how the sales incident in the record skit should have been handled, he asks them to tell him. "This is not an examination," he explains, pointing to the voting sheet. "You will notice that below each question are two or three possible answers. The next thing is to vote by checking the answers you think are right."

After each salesman has checked his answers, discussion is opened by the Grey-Rock salesman who asks: "How many of you voted 'yes' to the first question? How many voted 'no'?" Then the discussion goes on hot and heavy. Differences of opinion are threshed out.

There usually are more differences of opinion on some of the questions than on others. So the Grey-Rock salesman springs his next surprise by saying, "Perhaps our thinking will be cleared up when we see the sound slidefilm I am going to present."

The film, black-and-white, is short, to the point, presenting the answers of a committee of men who have had long experience in selling automotive parts, with excellent sales records.

Keeping up the rapid change of pace, immediately after the ending of the black-and-white sound slidefilm, the Grey-Rock salesman shows a color slidefilm which tells the story of the Grey-Rock friction materials and shows where and how they can be sold.

The very second the lights are turned on after showing the color slidefilm each distributor salesman is presented with a copy of a pocket-size sales manual, "For More and Better Brake Jobs." It diagrams and describes the brakes on all passenger cars, and most trucks and buses.

The Sales Manual

The sales manual is designed for use when the distributor salesman is making his daily calls. For example, if a salesman is calling on a Buick, Dodge, Chevrolet, Ford or other dealer, all he has to do is find the make cars in the index, then turn to the page which shows a drawing of the specific brake used on the car. No matter which he calls on, car dealer or independent repair shop, he finds the answers to Balanced Brakes in the pages of this little book.

Fastened to the inside back cover is a "Quick Reference Stock Check Sheet" which helps the salesman to check dealers' stocks for three-, four-, or five-set fill-in orders that mean so much to him.

Then there's another surprise move. The Grey-Rock salesman steps up to a table and, using plastic brake models, he demonstrates—in relation to each type of brake—how Grey-Rock "Balance" can be sold. During the demonstration the distributor salesmen refer to the sales manual and freely ask questions as the Grey-Rock salesman demonstrates.

Followup after each meeting, Mr. Wheatley points out, is very important. Every time the Grey-Rock salesman calls on a distributor after a meeting has been held, he reviews and discusses with him and his individual salesmen and counter men, the points that were emphasized during the sales meeting. He finds out what are the experiences of the salesmen in applying the ideas. He keeps them alert and working for him.

At all sales meetings, Grey-Rock emphasizes how distributor salesmen can tie in their work with the company's national advertising and merchandising. Grey-Rock relies heavily on advertising and sales promotional tools which are the result of the collaboration of Gray & Rogers, the

Grey-Rock sales and advertising departments, and the marketing and merchandising department of Raybestos-Manhattan, of which Grey-Rock Division is a part.

Grey-Rock is one of the leading advertisers in the brake lining industry, using a comprehensive list of magazines that are successful in building profitable volume for the automotive industry.

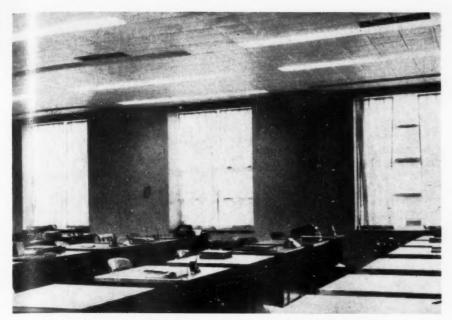
Mr. Wheatley says: "Our distributors urge their salesmen to get dealers to sign a contract between the distributor and the dealer to handle Grey-Rock products. The distributors send the names of these dealers to the factory for recording on the company's mailing lists so that the dealers will regularly receive point-of-purchase displays and other material which ties the dealer up with Grey-Rock's consumer advertising.

"Our space advertising," says Mr. Wheatley, "builds up new accounts for our distributors and at the same time works on the all-important customers of tomorrow. We urge our distributors' salesmen to talk about and merchandise our national advertising and encourage dealers to put up signs, posters, point-of-purchase displays, etc., and to use personal salesmanship to tie up with our advertising and sell brake jobs—for after all, this is the pay-off."

Grey-Rock salesmen are enthusiastic about the sales meeting program. Within four months after the program was presented to them, sales meetings were held with better than 75% of the distributors. During those four months, Grey-Rock held 93% of the number of distributor sales meetings held throughout all of 1950. "And we thought we did a good job that year," says Mr. Wheatley.

Distributor executives and their salesmen, too, are enthusiastic with such comments as this:

"... It was unquestionably one of the finest meetings. . . . It was nicely arranged; nicely prepared; just about the right length of time, but the outstanding quality of the meeting was the fact that we were able to participate in it. Whoever had this idea really hit the jackpot! Just to sit there and listen to some bloke ramble on for an hour and a half sometimes demands a greater amount of courtesy than most people are born with and I think that participation in any meeting, if it does nothing more than keep every one alert, tends to increase interest-and, after all, this is the only reason we hold these meetings, because if we can't get to know our lines better and sell them easier as a result of these meetings, then we are all wasting time and money. . . .



A Goodall salesman wouldn't take "no" for an answer. Will there be more . . .

Curtains for Offices?

Here's a top example of creative selling. Venetian blinds had been engineered into plans for the John Hancock building in Boston . . . but the Goodall salesman walked away with the order for casement cloths. He did this.

You will be seeing more casement cloths (curtains to you and me) in the windows of big office buildings, from this time on. In fact, you will see them now, if you keep your eyes open, since Goodall Fabrics, Inc., New York City, one of the largest manufacturers of casement cloths (and other drapery and upholstery fabrics) has done some vigorous selling to get them there.

de-

and

av-

ev-

ing

lus-

in

dis-

get

the

idle

bu-

lers the

the

-ofrial

rev-

Mr.

ints

ame

cus-

our

out

ver-

put hase onal ad-

-for

usi-

am. pro-

han hose of

neet-

950.

job

heir

with

icely

bout

out-

was

tici-

idea

sit

nble

imes

tesy

and

any

rhan

ease

the

ngs.

our

as a

are

NT

Through extensive research, a coordinated advertising program, and aggressive selling methods, the company is successfully meeting the competition of venetian blinds and other forms of sun control window treatment which had become standard through specifications of most modern office buildings in recent years.

This is how Goodall is competing: Take the case of the building of the John Hancock Mutual Life Insurance Co., In Boston, the 1,350 wirdows of which were to have been outfitted with venetian blinds. Late in 1948, when the building was nearing completion, John Dacey, Goodall

sales representative, went after that business, but was told that air-conditioning engineers had calculated their loads on the basis of use of venetian blinds as window coverings. When Mr. Dacey spoke of the attractiveness of casement curtains as against possible haphazard arrangement of venetians, he was told that management intended to require the office occupants to "properly position" the blinds for appearance's sake and for greatest efficiency of the air-conditioning system.

Unwilling to accept defeat, Mr. Dacey did two things:

He had photographs made of several large buildings in Boston equipped with blinds. The pictures showed them arranged as suited the fancy of the occupants—some high, some low, some closed, some half-closed, some straight, some slanted—in other words, often presenting an untidy appearance when seen from the street. This made the building management people begin to wonder at their chance for inducing the office

occupants to adhere to regulations regarding the positioning of the blinds.

The next step was to engage Fabric Research Laboratories, Inc., Boston, to study the difference between casement cloth and venetian blinds in relation to air-conditioning.

What Tests?

The procedure of the tests is too technical to warrant repetition in detail here. It involves the reflectance of both visible and infra-red light of venetian blind slats in four colors -buff, pink, green and white-as compared with the reflectance of Goodall fabric samples in similar (though not identical) colors. The cloth tests were made with the fabric held flat, and reflectance measured by a G-E Spectrophotometer. The venetian blind reflectance tests were made in the same manner, with the slats held flat. Infra-red reflectance was measured by a photographic technique, with the density of a developed negative the basis for calculating the reflectance. This is the table furnished by the research organization, indicating results of the test:

	Average Reflectance	
Sample	Visible Light	
Buff Cloth	38%	56%
Buff Blind	55%	58%
Pink Cloth	32%	67%
Pink Blind	56%	73%
Green Cloth	18%	25%
Green Blind	36%	41%
White Cloth	68%	80%
White Blind	80%	61%

At first glance, it would appear that blinds have the best of it, except in the case of white cloth in comparison with white blinds under the infra-red light test: (This latter is important, since the infra-red range is said to be chiefly responsible for heating the interior of a building.) But, to counteract the impression which might be gained from the figures, it was pointed out that tests were made with slat and cloth held flat, and that under normal conditions, casement cloths would hang flat. But blinds are rarely kept fully closed-that is, flat, in the daytime, but are usually slanted to eliminate the direct rays of the sun.

With the slats open, explained the Goodall people, scattered radiation from the sky and surrounding buildings would result. (The American Society for Heating and Ventilating Engineers Guide for 1947 indicates that a venetian blind with slats at 45 degrees is only 20% to 35% effective in blocking entering radiation during the course of a day.) Goodall



just love to look at Stereo-Realist pictures

We don't say policemen neglect sworn duty just to look at REALIST pictures, BUT when people see them for the first time... they say "WOW"... "So-o-o REAL"! and "Did you take these pictures?"

They say these things because the REALIST camera puts true 3rd dimension, life-size in glorious natural color on film. But you can't describe these pictures. You must see them to get the feel of their breath-taking realism and beauty.

The astonishing realism of these pictures is not confined to personal photography alone. It gives you authentic pictures for medical records and legal evidence — a marvelous aid in visual education — a fascinating, new, creative selling tool.

Ask your camera dealer to show you some REALIST pictures, or for professional use see your commercial photographer. DAVID WHITE Co., 385 W. Court Street, Milwaukee 12, Wisconsin.

Camera and Viewer \$182.25 (Tax Inc.) Priced according to Fair Trade Practices.



Realist

The Camera That Sees The Same As You Stereo Realist Cameras, Projectors, Viewers and Accessories are products of the David White Co., Milwaukee interpreted these findings, boiled down, in this way: A fully closed blind would hold in the heat in winter, or keep it out in summer when the air-cooling system is in operation, more effectively than a casement cloth; but with the blinds opened, as is customary, this would not be true.

Another argument brought up by Mr. Dacey is that sound tends to bounce back from a hard surface, like a blind; but cloth absorbs sound—so that casement cloth tends to reduce noise and produce more restful and better working conditions. Then there is the claim that casement cloth is easier to maintain, requiring washing or dry cleaning only at rare intervals, as against the greater difficulty of cleaning venetians, and replacing various hardware, cords and binders.

Whether or not the picture painted for casement cloth is too rosy, it won Goodall's case, and the John Hancock Building has Goodall Mohair Casement curtains at all its 1,350 windows. Goodall's sales department has used this case history as a theme for advertisements which appeared in such magazines as *Institutions* and Office Management & Equipment.

These advertisements, plus selling backed by the Fabric Research Laboratory findings, have been fruitful. Several large office buildings and institutions have been induced to use casement cloths at their windows in recent months. One of these, the new building of Farm Bureau Mutual Automobile Insurance Co. in Columbus, Ohio, was also made the theme of a full-page advertisement in the current series. Other completed installations include: Washington (D. C.) Post Building; Manufacturers Trust Co., Brooklyn; Interstate Life & Accident Insurance Co., Chattanooga; Fifth Federal & Savings Bank, Beverly Hills, Calif. Installations ordered, but not yet completed, include: Manchester Fire Insurance Co., Manchester, N. H.; Springfield Fire & Marine Insurance Co., Hartford; Security Insurance Co., Hartford; and Phoenix Insurance Co., Hartford; and Connecticut Light & Power Co., Hartford.

Copy Ideas

Advertisements are illustrated, showing windows in the buildings used as the theme, and they also mention the laboratory tests on reflectance and other sales features—reduction of noise, ease of maintenance, etc. Ruthrauff & Ryan is the advertising agency.

Use of casement cloths has been increasing on a wide front in recent



years. Their chief advantage is that they permit the light to come through, but cut down the direct rays of the sun and reduce glare. They are decorative, in the sense that draperies are decorative, but are thinner, and are not lined-so they are less expensive as a rule, and are much less expense to maintain. Women call this type of hanging a "glass curtain," a term on which Goodall frowns, for two reasons: So-called glass curtains are usually thin, even sheer, and they are relatively fragile and insubstantial compared with the newer casement cloths.

Goodall offers a wide range of casement cloths, and all the firm's salesmen carry, in addition to other sample books, special books filled with swatches of the cloth, each framed. In recent months, however, some of the salesmen, including Albert E. Lind (sales manager of the Home Furnishing Division), have rigged up special manila folders with a few swatches stapled on, and transcripts of the results of the Fabric Research Laboratories test, and reprints of the advertisements in the current series featuring use of casement cloth in office buildings. "I took this out and sold two orders in two weeks," said Mr. Lind recently, "and I turned it over to one of our men and he sold another job within a few days.

today..

that ough, of the

xpenss ex-

n," a

s, for

rtains

they bstan-

case-

ge of

firm's

other with

amed.
me of
rt E.
Home
ged up
few

search of the

series

th in

said

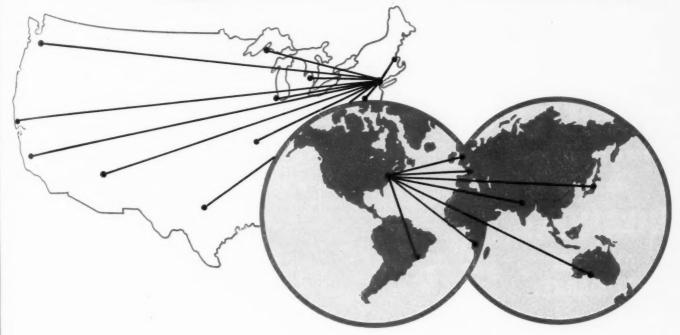
ned it

NT



spans the nation!

with faster, more complete coverage of news to help you sell management men in America's largest market.



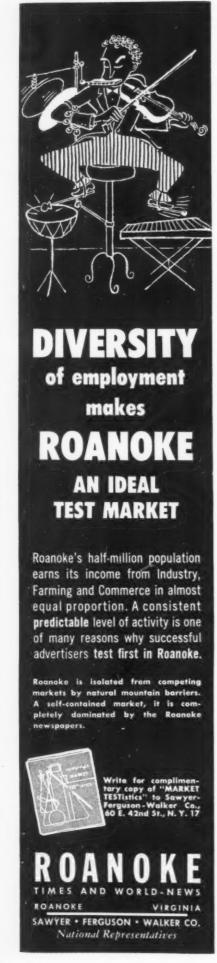
Chemical Week has received outstanding recognition from chemical business men... and top editorial quality plus faster, more complete news coverage are largely responsible. Today, 13 full-time editors and a globe-girdling network of correspondents and branch news offices assure up-to-the-minute reporting of news affecting management interests. Its informative style and vital, every-week analyses are designed for and read by chemical process executives everywhere.

Chemical Week is unique among process publications because it's addressed to the business problems of the industry. That's why Chemical Week is preferred by chemical business men... the accent is on commercial interests. And now, with net paid at 15,000, circulation gains provide more value at less cost for advertisers. Chemical Week means highest productivity for your advertising dollar and custom coverage of management men in today's fastest growing industry.

The Business Magazine of the Process Industries



A McGRAW-HILL PUBLICATION • ABC • ABP 330 West 42nd St., New York 18, N.Y.



Dear Editor ..

SM IN KOREA

Editor, SALES MANAGEMENT:

I received your magazines yesterday, and after reading the two copies from cover to cover, I find they are interesting and full of ideas. I was very interested in reading that the food industry is doing more advertising than ever before. It's our basic industry and our country revolves around it.

I hope some day to have my own grocery store and make a good start . . . some day maybe become a chain. It will take hard work and long hours, but anything that is worth while means hard work.

I was wondering if you had any information available that would tell me how much a "Food-O-Mat" (as in the Grand Union grocery chain) would cost to buy and install. Too many stores, big ones at that, have their aisles all messed up with merchandise, and that is a poor policy. Would it not be cheaper to install the "Food-O-Mat"? I would like one in any store I owned.

Thanks for the magazines . . . every one I get is read cover to cover and will be saved for future reference.

SGT. ALBERT R. BURKE Marine Fighter Squadron 214 1st Marine Air Wing c/o F. P. O., San Francisco, Calif.

(SM has asked Grand Union to send information on Food-O-Mat to Sgt. Burke. Since we feel he'd get more help in planning his dream-store-of-the-future from a grocery trade paper, we've also asked Progressive Grocer to send some recent issues to far-off Korea.—The Editors.)

AD AGENCIES' 15%

Editor, SALES MANAGEMENT:

The article "Are Agencies Worth Their 15%?" by Lawrence M. Hughes in your April 15th issue leaves me confused . . .

The article in my opinion is one-sided, prejudiced and distinctly unfair to the vast majority of advertising agencies who are doing a sincere, conscientious, and sometimes inspired job, not only in creative advertising but also in merchandising, sales promotion, trade and consumer education and public relations.

The slant Mr. Hughes has taken leaves the reader with only one possible impression—that agencies by and large are parasites in the economic picture—and high pressure ones at that.

May I suggest that a similar article could be prepared with similar devastating conclusions under the title "Are Feature Writers Worth Their Paycheck?"

I personally feel that SALES MANAGE-MENT has been grossly unfair. Maybe you should tell the story of accomplishments under the advertising agency system—of the growth of American industry, of the climb in employment and national income, of new product development, of product, label and package improvement, of campaigns in the public and national interest, of improved living standards, of reduced costs to consumers through mass sales.

> WARD H. OLMSTED Olmsted & Foley Minneapolis, Minn.

Editor, SALES MANAGEMENT:

The articles have been printed and they contain a number of sizeable untruths; there are important omissions, and there are exaggerations. . . .

It isn't just a question of my jumping to the defense of agencies—it is more important than that. The articles attack the commission system of agency compensation.

> FREDERIC R. GAMBLE President American Association of Advertising Agencies, Inc. New York, N. Y.

Editor, SALES MANAGEMENT:

Congratulations on the fine articles by Mr. Lawrence M. Hughes, "Are Agencies Worth Their 15%?"

This strikes us as an excellent example of vision and courage on the part of your organization.

STUART D. COWAN Cowan & Dengler, Inc. New York, N. Y.

(We expected Mike Hughes' provoustive articles to draw hot comment. Lut isn't it better to air advertisers' oftenrepeated charges and criticisms rather than let them fester and perhaps become malign int? To those who take issue with us, we suggest a re-reading of the articles, SALES 'IANAGEMENT, p. 37, April 15; and p. 48, May 1, 1951. The conclusions are constructive.—The Editors).

VOLUME COUNTS

Editor, SALES MANAGEMENT:

"Let me congratulate you on the new series reflecting sales volume starting in the May 1 issue of SALES MANAGEMENT. Sales are the *thing*, and the struggle for sales volume is going to be a big issue in the next few years.

GORDON A. HUGHES
Director of the Market
Analysis Department
General Mills, Inc.
Minneapolis, Minn.

(Mr. Hughes refers to the chart on p. 36 of the May 1, 1951, issue of SALES MANAGEMENT—The Editors.)

"WHAT'S MY NAME?"

ts of ne

of

of

ED

nd

nd

he

- 2

ng

le

UF

nc.

at

NT

Editor, SALES MANAGEMENT:

Reading your April 15, 1951, issue I was intrigued by your article entitled, "What's My Name?" (Significant Trends, p. 36) I can think of no more simple, yet significant argument for "Why keep on advertising?" than this visual presentation

And since advertising specialties are our business, it occurred to me that this would be an excellent bit of material to incorporate into our sales bulletin directed to advertising specialty salesmen.

So, I'm requesting your permission to reproduce your article for this purpose. Of course, we will give a credit line to SALES MANAGEMENT.

Sincerely, R. HOLZMAN Goes Lithographing Co. Chicago, Ill.

Where to write . . .

Do you agree or disagree with the ideas and opinions expressed in the articles in this issue? Address your comments to Philip Salisbury, Editor, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Which reaches more families

in Denver?

Here are the coverage facts

(Corporate Limits)

LIFE.....18%

COLLIER'S.....14%

POST.....12%

LOOK......9%

parade......54% Plus a minimum

with the Denver Rocky Mountain News

of 20% coverage in 57 adjacent markets of 1,000 or more population

and the picture is similar in all Parade cities of origin

parade

The Sunday Picture Magazine
Providing a Minimum of 20% Coverage in nearly

2000 Markets

IS THE ONE SUNDAY MAGAZINE WHICH LETS YOU CHOOSE YOUR MARKETS



those markets where your sales opportunities are richest. Take advantage of the unique flexibility of PICTORIAL REVIEW. Only PICTORIAL REVIEW lets you buy without penalty from 1 to 10 of America's big-profit Sunday Magazine Markets to fit your advertising exactly to your separate market sales plans.



MOXIE'S BOY, modernized after 40 years, summons t he faithful. All advertising now features gentian flavor.

Moxie Starts to Stir Again

BY LAWRENCE M. HUGHES

Reduced product quality, bad trade relations, "savings" in sales and advertising, and expedient managers shoved 75-year-old brand into 20-year tailspin . . . Today, three groups and 50 bottlers have gone to its rescue Against tougher-than-ever conditions, can it land right side up?

testimony to the thoroughness of the job once done and the loyalty of the following once developed.

But a major miracle may be duly noted, if those who are now concerned with bringing Moxie back to life, succeed in doing so. For to restore or reincarnate seems harder even than to kill a brand. And Moxie's return is complicated by the fact that competition in the soft drink industry is vastly tougher than it was.

There's also the question whether the members of the present regime have the stuff either of constructive fighters or of pioneers . . .

In more ways than one, it may be unfortunate that Dr. Augustin Thompson failed in his efforts to lengthen human life to 150 years. He would have been today only a lusty 116; all America might be Moxiefied . . . and Coca-Cola might be a

A course on how to kill a company should cover:

1. Cut product quality;

2. Rig costs of all concerned beyond reasonable range of profit;

3. Let the dealers get kicked around;

4. Save money on sales, promotion and advertising;

5. Turn policies inside out frequently, and then

6. Without strong leadership or definite objectives, just let everything slide . . .

When a product has become a habit of millions since 1876, all these together must take a little time. In Moxie's case they have taken two decades. And still the disintegration is not complete.

The survival of Moxie may be classed as a minor miracle. It bears

ARCHITECTURAL RECO



COVER

JUNE 1951

Vol. 109 . No. 6

June 1951

11

THE RECORD REPORTS
News from Washington, By Ermet Mickel
News from Canada,
By John Caulfield Smith.
Construction Cost Indexes. REQUIRED READING. BUILDING TYPES STUDY NO. 175 . . . SCHOOLS AND

BUILDING TYPES STUDY NO. 175 ... SCHOOLS AND
SCHOOL PRACTICE.
SCHOOLS AND SCHOOL PRACTICE.
ECONOMICS + PHILOSOPHY + NY MILABLE. MATERIALS AND
EQUIPMENT + DESIGN = MODERN SCHOOLS.
ELEMENTARY SCHOOL, PROPOSED FOR REWER, MAINE.
SUNYSHIEE SCHOOL, PROPOSED FOR REWER, MAINE.
SUNYSHIEE SCHOOL, MARKODA COUNTY, ARIZONA
SUNYSHIEE SCHOOL, WARKODA COUNTY, ARIZONA
ELEMENTARY SCHOOL. WARKODA, COUNTY, ARIZONA
Water F. ROGBER and Carleton R. Richmond, Jr., Architects
ELEMENTARY SCHOOL. SYNTA UNIFIED SCHOOL. DISTRICT,
CALIFORNIA.
MAYORI J. JOHN, Architect
MINNERAL SPRINGS HEUR AND ELEMENTARY SCHOOLS
MINNERAL SPRINGS HEUR AND ELEMENTARY SCHOOLS
ENGINEER HEUR SCHOOLS NY ARIZONAL STANDARD MACKING AND MACKING AND SCHOOLS
INDUSTRICTS HER STANDARD MACKING MISSIONAL ARCHITECTS AND MACKING AND MACKIN

Engineers
TWIN ELEMENTARY SCHOOLS IN YAKIMA, WASH.
John W. Maloney and John H. Whitney. Architects
BARRINGTON CONSOLIDATED HIGH SCHOOL.
Harrington, HI. Perkins & Will, Architects-Engineers

VETERANS' ADMINISTRATION RESEARCH HOSPI-9. III. Schmidt, Garden & Erikson, Architects and Engineers Chicago, III, Schmidt, A. FESTIVAL OF BRITAIN, London

Southbank Eshibition, London

HOLIDAY HOUSE.
Quogue, New York, George Nelson, Architect
Quogue, New York, George Nelson, Architect
LIVABILITY ON A SMALLA HILLY LOT
Residence for Mrs. and Mrs. Robert P. Liffenthal, San Francisco,
Residence for Mrs. and John Carden Campbell
Worley S. Wong, Architects, and John Carden Campbell
Worley N. Wong, Architects and John Carden Campbell
CALEDONIAN RECORD PUBLISHING CO., INC.
St. Johnsbury, Vernous, Whittier & Goudrich, Architects
St. Johnsbury, Vernous, Whittier & Goudrich, Architects

VERMONT ELECTRIC GOODERATIVE, INC.

VERMONT ELECTRIC GOODERATIVE, INC.

APARTMENTS DESIGNED FOR SINGLE PEOPLE

Hentwood Garden Apartments, Los Angeles, Galif, Chalfant Head,

Architect and Owner

ARCHITECTURAL ENGINEERING
TECHNICAL NEWS AND RESEARCH TECHNICAL NEWS AND RESEARCH
N. Y. STATE BUILDING CODE COMMISSION: AIMS
AND ACCOMPLISHMENTS
By William Locaze
STEEL SAVED IN LIGHTWEIGHT BUILDING
BY LA Murlin
HE STEEL SAVED AND LOWERS SCHOOL COURSE
HE STEEL SAVED AND LOWERS SCHOOL COURSE

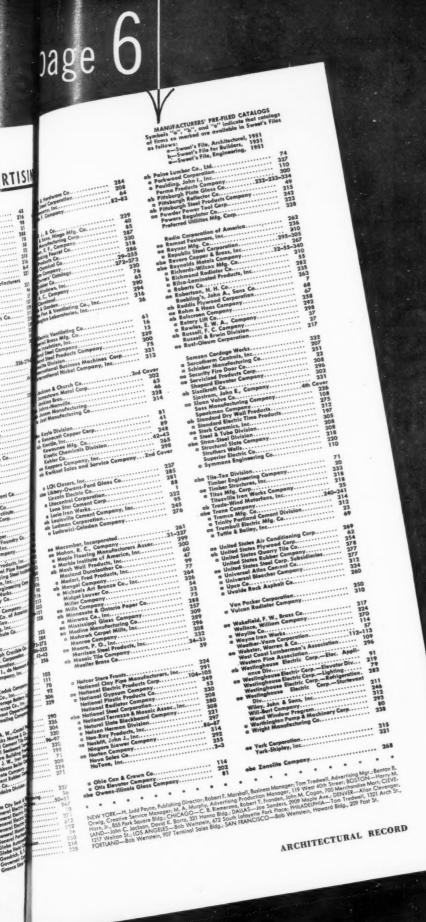
PRODUCTS . . For Better Building PRODUCTS For Better Building.
LITERATURE FOR THE OFFICE. 335

LITERATURE FOR THE OFFICE
TIME-SAVER STANDARDS
Hardware 23, 23, 26: Sliding Doors: By Seymour Howard
SEMI-ANUAL INDEX
INDEX TO ADVERTIGING INDEX TO ADVERTISING

INDEX TO ADVERTISH

114	
ab a	Adam, Frank Electric Ca. Lerofin Corporation. Affiliated Gas Equipment, II. Air Deven Ston. Alburner Ston. Alburner Ston. Allow M. D. Manufacturin, Aline A. S. Aline A. S. Aumiline Company on Aumiline Company on Aumiline Company on Aumiline Company on Aumiline American American American American Assan Blower Corp. Assan Blower Corp.
	a merican slace/sec a merican slace/sec a merican slace/sec a merican slace slace sl
	also Bitton. a Bracks. a Bracks. a Brack Manufa Brack
	C-O-Two eb Cabol, 5a Cambrid Cass I rar eb Caco 5re eb Caco 5re eb Caco 5re cabol Carolin Chicog a Carolin Chicog a Clarid Clarid Clave Cave Color

page 5



Architectural Record

why we're putting your name in the front of the book

Have you ever suddenly been moved to action by an idea so logical and compelling that you wondered why you hadn't done something about it long before?

That's just happened to us.

We've always known that advertising content in business publications enjoys just about as good readership as editorial content. (Recent Advertising Research Foundation Studies have strongly confirmed this.)

Then why not put the advertising index right along with the editorial contents page—in the front of the book? That's just what we are doing, beginning with our June issue. On page 6 Architectural Record readers will find the names and page numbers of the 266 advertisers who occupy 221 pages of that issue.

We believe you will benefit by having your name listed where readers habitually look for information on the contents of a magazine. And readers will benefit, too, by having on convenient, consecutive pages a complete guide to both advertising and editorial matter.

In the first six months of 1951, building product manufacturers directed 1,228 pages of advertising in Architectural Record to the largest audience of architects and engineers ever assembled by a technical magazine. This was a 13.4% increase over the same period in 1950 and the largest six-month advertising volume in our history.



"workbook of the architectengineer"

119 West 40th St. New York 18, N. Y. LOngacre 3-0700 MEN OF MOXIE—Behind-the-scenes boss of Moxie's latest regime is Russell R. Brown, president of American Distilling Co., which owns 41% of it. But actively in charge is veteran Moxieite Orville S. Purdy, charged with turning losses into profits.



RUSSELL R. BROWN



ORVILLE S. PURDY

kind of fizz-water you could buy somewhere in Georgia.

Thompson had a head start. For a half-century, he and his first successor, Frank M. Archer Sr., did well with it. They made Moxie a generic term for nerve and oomph and sex appeal.

As physician-turned-chemist, in Salem, Mass., he concocted for that jumpy feeling a black, gentian-flavored nerve tonic, and prescribed it to patients at \$1 a spoonful. A full 10 years were to pass before one Asa Candler of Atlanta was to introduce a caffein-flavored drink called Coca-Cola.

Named for Gentius, an ancient Illyrian king who is supposed to have applied its roots to making a cordial and tonic, gentian by the Middle Ages had become a widely used tonic.

Thompson mixed gentian with 14 other secret ingredients, and coined for the concoction the catchy name of "Moxie."

By 1929 the Moxie Company, Boston, was boasting (SM, May 18, 1929) an annual volume of \$75 million. This figure—since said to have been somewhat exaggerated—was nearly twice Coca-Cola's then \$39 million. But Moxie prepared and bottled a beverage, which it sold through wholesalers to retailers. Coca-Cola produced only syrup, sold by six "parent bottlers" to 1,054 bottlers, who either sold it to soda fountains or mixed it with five parts of water and carbonation and bottled it for stores and other places.

There being 128 ounces in every gallon, which Coca-Cola bottlers buy at \$1.30, the "basic ingredient" cost comes down to 1 cent for each six-ounce bottle. The bottler sells to stores for 80 cents a 24-bottle case, or 3½ cents a bottle, and the stores sell—or Coca-Cola still hopes they

sell—at 5 cents a bottle.

If Coca-Cola had done its own bottling, as Moxie did, its 1929 volume would have been \$100 million.

Still, considering that Moxie's consumption has always been primarily with the 10%, more or less, of U.S. population who lived in New England, the Thompsons and Archers thrived on their black bottle.

Moxie's Decline

In the last two decades, however, Coke and Moxie statistics have become not even remotely comparable. Coke now represents about 44% of America's \$800 million-a-year retail soft drink volume. Moxie is only a tiny part of the rest of it—much smaller even than such upstarts as Pepsi-Cola, 7-Up, Royal Crown and Dr. Pepper. Coke sets the pace, and may even determine the survival, of all of them.

Through six decades, Coca-Cola has built on one product of sustained quality, consistently promoted at one price. To meet steadily mounting costs since World War II, it offers bottlers not higher prices but "increased sales effort" to win an even larger share of the market. The bottlers would be more willing to make the effort if they could see more profit in it. By now more than 300 have rebelled—raising their prices to retailers to 96 cents a case and more. Their retailers in turn are charging 6 cents or more.

The big \$200 million Coca-Cola Company itself is beginning to feel the effect of all this. In calendar 1950 its net income declined 12%, from \$35,990,927 to \$31,680,247.

To compete more directly with Coca-Cola and to get into the "nickel market" which Coke created, Moxie supplemented its traditional 26-ounce

bottle, two decades ago, with a 7-ounce size. But last winter the recommended retail price of the 7-ounce size finally was raised to 6 cents. A number of retailers now sell it for a dime. Although the bottlers' recommended price is still 80 cents a 24-bottle case, five of Moxie's 50 bottlers now sell it for 96 cents. All bottlers continue to charge \$1.45 for the case of 12 26-ounce bottles, which still retails usually at two for 35 cents.

Since 1948 Moxie has gone out of the bottling business. Its syrup, or concentrate equivalent, is sold to bottlers at \$1.40 a gallon, f.o.b. Boston. Thus, although retailers now have more margin incentive, Moxie's bottlers are being squeezed even harder than Coke's—without benefit of proportionate promotion and demand.

In fiscal 1950, ended last September 30, the latest Moxie regime reduced its net loss—including depreciation taken on the old Heath Street plant and equipment—from \$146,138.80 to \$120,340.46. Net loss from operations declined from \$126,371.96 to \$105,173.75.

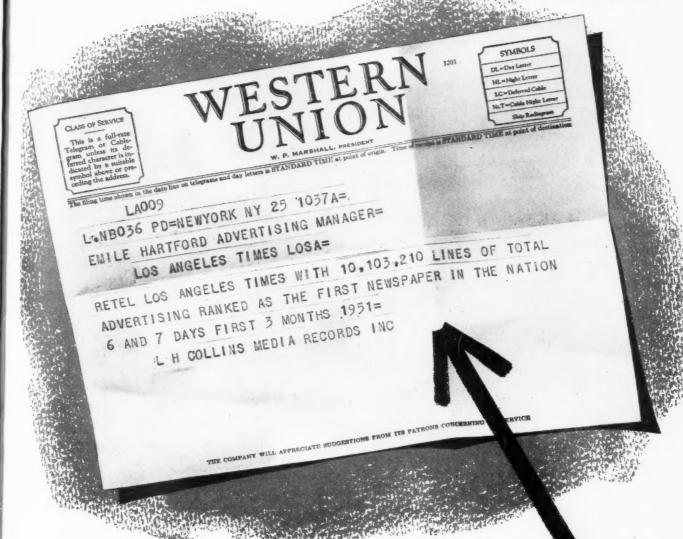
At this rate, Moxie would be out of the red in five years and Coca-Cola into the red in seven!

But these projections don't consider, for one thing, all of Coke's competitors, including Moxie, which meanwhile may fail. Coke is still in control—able to turn on the heat where necessary.

Little Moxie can get scant consolation, for example, from the fact that Coke's "parent bottler" in Boston last year is said to have lost \$300,000. Coca-Cola itself still has \$100 million in cash and liquid assets to throw into the fight, and its bottlers—who hold their franchises in perpetuity—many millions more.

Probably the most important thing latter-day Moxie failed to learn was

For the First Quarter of 95



The Los Angeles Times led all newspapers in the nation in Total Advertising Volume

REPRESENTED BY CRESMER AND WOODWARD,
NEW YORK, CHICAGO, DETROIT,
ATLANTA AND SAN FRANCISCO

LOS ANGELES



a 7-

rec-

A

or a com-24clers

lers

case still ts. t of or botton. ave

der oro-

rereeet 6,om

ola

e's ich

at

on w ho

19

the need for consistency and continuity in all its policies—specifically in advertising. From its initial \$11,-401.78 in 1892, Coca-Cola's expenditure has grown steadily to a current \$20 million. At the same time, the original advertising cost of 32.2 cents per gallon of syrup sold has been cut two-thirds.

For the first three decades of this century, Moxie not only was consistent, but in many ways more interesting in its advertising than Coca-Cola. Its peak expenditure, in 1929, was \$800,000. In that year Coke spent \$3.6 million. Last year, after nearly a decade of almost no advertising at all, Moxie spent \$105,000....

After Frank Archer, Sr. became ill in the early '30's (He died in 1938.) Moxie had four presidents. Since American Distilling Company got operating control in 1946, it has had only two. In order, they were Frank M. Archer, Jr.; Eugene Harrigan (ex-district attorney of Boston, who became sales manager and then president), and then Marshall Johnson and Walter E. Buck, both representing American Distilling interests.

The different Moxie regimes have had some trouble deciding how and where and to whom—and even what—they were going to sell.

Tried to "Diversify"

The company met the depression in 1931 by acquiring a 15-flavor line of Pureoxia beverages. In recent years it has supplemented the original Moxie with a "new" Moxie, sweeter and more "cola" in flavor.

Several times—and again today—it has tried to break out of New England. In 1900 Dr. Thompson's Moxie Nerve Tonic Company listed plants in New York and Philadelphia, as well as Boston. In 1929 Moxie of Massachusetts formed Moxie Company of America; started to bottle in Brooklyn's Bush Terminal, and announced plans to distribute across the country and abroad.

By 1941 Archer, Jr., again was "signing bottlers outside the primary New England area." For the last three years Moxie has been busy appointing bottlers all over again.

Each time before, Moxie retreated into its native New England.

The 1941 pronunciamento reported increased sales—due not only to a "new" franchise policy, under which distribution then reached to Florida, but to adoption and enforcement of fair trade; "trade and consumer research on packages;" "consumer" research on use habits, flavor appeal," more efficient production.

Apparently there was life enough

left in Moxie to make it a price football. Chains and supers had been selling the 26-ounce size at 11 cents, or 4 cents less than independent retailers had to pay for it from wholesalers. Thus fair trade.

Package research meant that the old brown labels on the old rectangulated black bottle—which still persist—were not attractive. As for flavor appeal, one leader of the soft drink industry explains: "Moxie has a peculiar taste. To spread the Moxie habit takes time and promotion. In the '30's, when Moxie was advertised hardly at all, a generation had grown up who had not tried it—nor even heard of it."

To win new users, Archer Jr. announced an enlarged advertising campaign, through Alley & Richards, the latest agency on the account. The campaign started on an oomph theme, with a \$150,000 budget.

Back Home and Broke

But with World War II, along with the franchise set-up, the research and the advertising lapsed. After the war, Moxie's newest regime appointed Kelly, Nason, Inc., but spent no more than \$25,000. Even the quality of the original Moxie was lowered.

Today, Moxieites emphasize that the quality is "better than ever." . . . Dr. Thompson had been pretty proud of it.

Except gentian, which among other things "invigorates digestion," more was said about what the formula did not contain: unlike most carbonated drinks, no citric acid, and unlike the colas, no caffein. And unlike the colas and the "rainbows" or varicolored "pops," original Moxie contains little sugar. The founder stressed "healthful roots and herbs."

In 1901 he adorned the black bottle with the brown label showing a dark-haired maiden in hoopskirt or bustle carrying gentian leaves and roots...

One ad portrayed President Theodore Roosevelt's ruddy health—and implied that it all came from Moxie.

Thompson introduced the Moxie promotional buggy—which, repainted, is now back at work. He put a pioneer horseless carriage to work selling Moxie . . . Facing New England's railroads, he took 50-yard signs, with big Moxie bottles on both ends . . . Moxie built a three-and-one-half-story bottle, which was exhibited at Boston's Mechanics' Hall and in which a New Hampshire man later lived . . . It put Moxie men on stilts.

But Dr. Thompson had bigger plans. He was working on a way to enable men to live to 150 years, by a foolproof feeding method. An artificial stomach would transmit food directly to the nerves. The food would be ideally composed of oxygen, hydrogen, nitrogen, and carbon and digestive fluids.

But a few months later, in 1903, at the age of 68, Dr. Thompson died from an infected carbuncle...

Frank M. Archer came up from the South to work with Thompson's sons. But more even than the founder he came to personify Moxie.

One penalty of popularity is plagiarism. The two, said Archer, are as "inseparable . . . as shadow is from sunshine."

Noxie, Toxie, Proxie

Injunctions were won against various producers of "nerve foods," "nerve tonics" and others—some of which bore such names as Noxie, Toxie, Proxie, Rixie, Noxall, Non-Tox, Modox, Manola and Bo-La. A couple, in Canada, even called their product Moxie.

A booklet by Archer reproduced Moxie promotional material and devices. One display piece was a dog carrying a sign in his mouth, and on the sign the legend: "Frank Archer says—'If at all particular'—Drink MOXIE." Archer showed "the distinctive Moxie bottle . . . unique in design and appearance" (which antedated him); the Moxie shipping case, with "slip-on bottle protector designed and patented by Frank M. Archer;" the Moxie bottle-return bag, "invented by Frank M. Archer;" a six-bottle carrying bag, "designed and patented by F. M. Archer."

Then there were three and onehalf pages on the Horsemobile. A rider on a mock-up horse drives a live car in front of it. On the rear is a 10-foot bottle from which an attendant samples Moxie. The display reproduced letters patent to "Frank M. Archer of Brookline, Mass.,"

But first of all came the picture of the plant. Across its handsome red-brick length, black letters proclaimed "Moxieland." In red and white neon across the front—and Archer is said to have been the first to use a neon sign for any product —was "Moxieland" again . . .

Some time in the 22 years since, the neon sign was taken down. The long black sign was painted white. No longer white against a grimy red background it still stands out over the Roxbury section of southwest Boston.

At the time of my visit, Moxieland's working population had shrunk to about 10 people. Several others worked for Moxie's building lessee, called American Dry Ginger Ale Co.,

"We're finding new time-saving uses for tape recording every day!"



food food gen.

903, pson from son's nder

lagire as from

variods,"

e of

oxie.

Von-

-La.

illed

dedog dog don cher rink dise in ntecase, de-M. curn rch-'deer."

one-

A

s a

rear

at-

olay

ank s.,"

ome

oroand

and

irst

uct

the ong

No

red

ver

rest

xie-

ınk

ers

see.

NT

TRAINING NEW MEN is greatly simplified with this new recording medium. Orientation talks, suggested sales pitches recorded on tape can be assimilated by trainees without taking the time of highly-paid superiors; sales talks can be rehearsed and polished up. Tape reproduces every word, every inflection faultlessly; there is no needle scratch, backlashing or distortion.



CAN'T REACH YOUR PARTY? Record the information you want to give him, have the recording played over the phone when the line is clear. Eliminates garbled messages, enables you to leave the office on other business. Tape recorders are as simple to operate as radios; recordings can be played back immediately; you can record a single sentence or an hour's talk.



TEMPORARY RECORDS (inventories, shipment lists, voucher numbers, etc.) that are needed for only short periods can be recorded on tape verbally at high speed, eliminating tedious paper work. After the information has outlived its usefulness, record new information on the same tape (this automatically erases the old). Tape lasts through thousands of recording cycles.



customer got troubles? Get a complete, technical description of mechanical ailments down on tape for analysis by the experts in your home office. Tape reproduces machine noises perfectly; trained ears can easily spot possible causes of the trouble. Tape is easily transported, can't break or chip. It can be easily edited and spliced with scissors and "Scotch" Splicing Tape.

CHECK-LIST OF TAPE RECORDING USES

- Recording selling messages on an endless tape for use as a merchandising device, e.g.—"talking refrigerator", etc.
- Recording noise level of machines to establish new and better designs. Tape recordings of mechanical equipment in use can also be used to show production people the importance of correct assembly.
- Recording personnel interviews—especially important when the pleasantness of the applicant's voice is a job factor.
- Recording market research interviews with consumers.
- Recording management messages and labor-management meetings for replay over inter-com system to employees.
- Recording commentary for film-strips or slides to be used in training production employees or salesmen.
- Recording explanations of new product features or competitive product features to be used in connection with charts or other "visuals" by men in the field.



ASK YOUR DEALER for a free demonstration of tape recording, or we'll be glad to arrange one for you. Address Dept. SM-61, Minnesota Mining & Mfg. Co., St. Paul 6, Minn.

Made in U.S.A. by MINNESOTA MINING & MFG. CO., St. Paul 6, Minn., also makers of "Scotch" Brand Pressure-sensitive Tapes, "Underseal" Rubberized Coating, "Scotchlite" Reflective Sheeting, "Safety-Walk" Non-slip Surfacing, "3M" Abrasives, "3M" Adhesives. General Export: Minn. Mining & Mfg. Co., International Division, 270 Park Avenue, New York 17, N. Y. In Canada: Canadian Minnesota Mining & Mfg. Co., Ltd., London, Canada.

which now also functions as Moxie Bottling Co. of Boston.

Moxie today has more managers than employes. And more owners.

American Distilling now owns about 41% of the stock. But the rest is held by 1,400 individuals and groups-whose equity in a company with no more than \$450,000 tangible assets thus becomes about \$250,000, or an average of about \$180 each.

Of the seven directors elected in February, 1951, four represent the distiller. The others are Herbert Sobel, president of American Dry Ginger Ale and of Moxie Bottling of Boston, second largest holder; George A. Whittemore of Upton, Mass., "public director," and veteran Moxieite Orville S. Purdy.

Distiller Moves In

Ranking just below the Big Four of the whisky industry, the \$26 million American Distilling would seem to run the Moxie show. It has a majority of Moxie's board and three of the four officers. It does supervise policies. But the distiller's executives who also are Moxie executives are spread all over the lot. Walter E. Buck, president of Moxie, and executive v. p. of American Distilling, makes his headquarters in San Francisco; William H. Damour, treasurer of both, is in Peoria, Ill., and Thomas S. Brown, a vice-president of both, New York.

All of these represent American Distilling's big boss Russell R. Brown, who has no listed place in Moxie's setup.

The distiller's closest approach to Moxie's operational problems may come through Tom Brown.

Russell Brown and Walter Buck are known in the whisky industry as good producers and sound businessmen. But although they sell a score of brands, such as Good Old Guckenheimer and Burton's, their volume has been primarily in bulk for others' brands. The whisky industry does not regard them highly as advertisers.

Tom Brown says American Distilling exercises only ownership supervision, and Purdy really runs the Moxie show.

A nephew of Frank Archer Sr., Orville Purdy has served Moxie for 29 years. Until elected vice-president and clerk of the corporation last year, and a director last February, he functioned in various capacities without a title. A quiet man, he remembers the things which once made Moxie strong and, as he says, the "sins" which led to its undoing.

He has started to pull Moxie together again.

Nearby, in a large private office, Herbert Sobel presides over American Dry Ginger Ale and other enter-

Although in three years the Moxie Company has appointed 50 bottlers in 10 northeastern states, the biggest is Sobel's Moxie Bottling Company of Boston. Sobel now claims 86% distribution for Moxie in grocery and other stores in metropolitan Boston, which does about one-third of Moxie's entire volume. He also has acquired exclusive rights to bottle and distribute Moxie's Pureoxia beverages throughout the country.
For Coffee Time Products of

America, Inc., Los Angeles, of which Rudy Vallee is executive vice-president, Sobel is launching Coffee Time, a carbonated coffee-flavored drink. Such big stores as Jordan Marsh and S. S. Pierce, Boston, and R. H. Macy, New York, are handling it.

Sobel has juggled all these well enough to increase case sales of American Dry between 1947 and 1950 from 200,000 to 750,000, and in the first nine months of 1950 to produce a net profit of \$58,811.29.

After 26 years of Sobel ownership, American Dry is now offering the public, through the New York investment firm of Luckhurst & Co., a \$300,000 chance to share in its

American Dry's statistics emerge today nearly as big, and somewhat better, than Moxie's. On last September 30, including only the customary \$1 for good will and trademarks, American Dry's total assets stood at \$367,717. Current ratio of assets to liabilities was \$273,166 to \$126,604, or more than two to one.

\$655,925 for "Good Will"

Of Moxie Company's total assets at the end of the 1950 fiscal year, on September 30, an optimistic \$655,925 was listed for patents, trade-marks and good will. This figure is more than twice the \$316,046, after depreciation, of Moxie's plant and other fixed assets. Current ratio of assets to liabilities was \$81,011 to \$41,539. As against American Dry's \$16,524, Moxie then had in cash only \$7,710.

Sobel's sales efforts, however, may

help fill Moxie's till.

Last year American Dry introduced no-deposit throw-away bottles for Pureoxia. It now distributes this line through 10,000 New England outlets. American Dry's until now limited advertising in "radio, television, newspaper and point-of-sale material," the prospectus says, will be followed by "a more intensive advertising program . . . by the company itself and in collaboration with the Moxie Company and with franchisees.

President Meanwhile, Buck of Moxie has told his stockholders of some "phenomenal prog-Since May 2, 1949, when Sobel took over Boston bottling and distribution, sales of syrup and concentrate have doubled. In the last quarter of 1949, Buck reported, Moxie sales were "seven times the volume of such distribution" in the last quarter of calendar 1948. Between fiscal 1948 and 1949 cost of operations was reduced 30%, but all the changes involved brought reduced profit from sales.

Sales Move Ahead

For fiscal 1950 Buck could notein a report dated February 1, 1951, or four full months after that year had closed- "an increase of over 58% in the volume of syrups and concentrates sold . . . and of over 100%" in case goods in metropolitan Boston. Sales are still climbing.

But "under existing conditions," he admitted, "improvement . . . must necessarily be slow." With a dirty look at Coca-Cola, he showed that many Moxie franchises "have suffered from the apparent necessity . . . of maintaining a 5-cent price" on the seven-ounce size.

Promotional efforts, resumed in 1950, "resulted in improved operations," and expansion of them in 1951 should lead to "greatly expanded"

Moxie's problem is a compound of product, price, promotion and distribution-to develop profit for all con-

The new 6-cent price "floor" helps. So do intensified advertising, merchandising and selling. And so may the broadened distribution.

Of Moxie's total estimated 25,000 outlets, about 5,000 are grocery, drug, stationery and other stores in metropolitan Boston; 15,000 stores through the rest of New England, and 5,000 scattered spotily through four other states. Ninety per cent of volume is still in New England.

Of the 29 New England bottlers, including Sobel's Moxie Bottling Company, 12 are in Massachusetts, nine in Maine, four in New Hampshire, one in Vermont (but two Maine bottlers get in there); one in Rhode Island, three in Connecticut. In the last state, for example, Purdy said, the only major gap among markets of 30,000 or more population is the New Haven-Bridgeport area.

The nine New York bottlers are in Albany, Binghamton, Gloversville,

It's time we got working mad!



As we listen to the latest insults from Moscow, we're likely to get fighting mad.

Instead, we'd better use our heads and get working mad.

It is clear by now that Stalin and his gang respect just one thing—strength. Behind the Iron Curtain they've been building a huge fighting machine while we were reducing ours. Now we must rebuild our defenses—fast.

As things stand today, there is just one way to prevent World War III. That is to re-arm—to become strong—and to stay that way!

This calls for better productivity all along the line. Not just in making guns, tanks and planes, but in turning out civilian goods, too.

Arms must come first. But we must produce arms at the same time we produce civilian goods.

We can do this double job if we all work together to turn out more for every hour we work—if we use our ingenuity to step up productivity.

All of us must now make sacrifices for the common good. But we're working for the biggest reward of all —peace with freedom!

THE BETTER WE PRODUCE THE STRONGER WE GROW



vith

lter

oghen

onlast

ted,

the the Be-

of

all

ced

51,

ear ver

ind ver

tan

IS, "

ust rty hat

uf-

in

51

d"

of

ri-

n-

ps. eray

in res nd, gh

ent l. rs,

ng

ts,

p-

in

dy iris

in le,

FOR A FREE COPY OF "THE MIRACLE OF AMERICA"

MAIL THE COUPON to Public Policy Committee, The Advertising Council, Inc., Dept. B.P., 25 West 45th Street, New York 19, N. Y.

Name.....

Address



Hoosic Falls, Norwich, Ogdensburg, Rome, Troy and Utica. New Jersey's three: Neptune (Asbury Park), Newark and Vineland. Pennsylvania's eight: Ambridge, Brownsville, Carbondale, Emporium, Lehigh, New Kensington, Reading and Wilkes-Barre. Ohio's one franchise serves the Cambridge-Coshocton-Zanesville triangle.

Thus far New York City has been reached only through bottles at Union News Company fountains and vending machines in BMT and IRT subways and in R. H. Macy & Co.

For about a year Moxie has been sold from dispensers at soda fountains in 45 busier New England stores, including drug and supers.

Franchise Agreement

The franchise agreement permits a bottler to sell both original and new Moxie in a clearly-defined territory. The first agreement is for three years, and is renewable annually thereafter. Among other things, the bottler agrees to handle no product which the public might regard as "a substitute for or an imitation of Moxie."

Before he is signed, the bottler must get written approval of his plant and equipment from Moxie. At any time, Moxie may inspect his facilities, test the water used, etc. When requested, the bottler must furnish samples of his product.

In addition to syrup or concentrate, Moxie provides approved bottles, crowns and labels.

The bottler must work "diligently to promote the sale of Moxie in bottles" throughout his territory.

But Moxie Company retains "sole and complete control over the nature, character and extent" of all promotion and advertising, and the bottler must aid in all of its promotional plans. Pointing out that "promotional expenses may differ in different territories," Moxie decides "the amount, if any," it will spend in each.

A Moxie-bottler 50-50 cooperative advertising program was launched for the first time last November. Purdy described it as a "gentleman's agreement." He expects three-fourths of the bottlers actively to engage in it. Thus the combined expenditure on behalf of Moxie will be at least twice as large as in 1950—perhaps \$250,000.

Each party contributes 10 cents a case on the seven-ounce and 20 cents on a case on the 26-ounce bottles. (The seven-ounce now represent 40% of Moxie case sales.) The coop arrangement extends even to truck lettering. In New England alone, 150 bottlers' trucks carry Moxie.

Although media emphasis will vary in different areas—and bottler recommendations will carry weight—about one-third of the total will go for point-of-purchase and outdoor signs; one third for newspapers and radio, and the rest for "promotions."

The Moxie display "boy," grown somewhat older in four decades, has been modernized. A new "Moxie girl" display has just been made by Forbes Lithograph, Boston, and other new point-of-purchase material by McCandlish of Philadelphia.

Last year Moxie ran a few twocolor ads in Boston newspapers. This year, with bottlers, newspapers will be scheduled more widely. Mats ranging from 1,000 to 50 lines were released to them the end of April. Thirty and 60-second radio spots are being offered. And in the cards, tentatively, for 1952, is television.

In 1950 Moxie resumed outdoor advertising, on 800 permanent roadside signs in New England. This year the number will be doubled.

There's even a chance that the old bottle label will be brightened.

Varied "Promotions"

"Promotions" in the co-op program may range from drinking glass premium offers to contests and special price deals.

"We'll listen to any plan of any bottler," Purdy explained. "Last year, for example, we worked with a Maine man who wanted to give Schwinn bicycles as prizes to youngsters who could collect the most Moxie bottle caps. Last year, too, we helped to run Moxie's first one-cent sale."

The company pays the entire cost of such things as the highways signs and the recently-revived Horsemobile.

Moxie has had no advertising agency since Kelly, Nason of New York threw in the sponge early during World War II. But one may be appointed soon.

"But what we can't yet do in advertising," Purdy said, "we hope to do in merchandising."

And in selling.

Year-around, today, Purdy and two "franchise men" visit all bottlers every three or four weeks. During this summer, two men covering stores and two Horsemobile drivers—one of each in and out of New England—will work with bottlers to stimulate dealers.

The Horsemobile is still an eyecatching, talk-provoking sampling factor. Each evening, with the local bottler, the driver works out his next day's itinerary and picks up 20 or more cases of Moxie. On the mor-

row, he delivers his spiel, and distributes the Moxie, in front of dealers' stores. Boston dealers, in fact, now get a nine-car "caravan."

In addition, each of the two summer "dealer men" visits 35 to 40 outlets a day—covering every retailer in each bottler's area, whether or not he handles Moxie. In "Moxie" stores they help to install display material and otherwise to give the black bottles play among the 3,000 items which many stores now carry.

Three or four times a year, Purdy and the franchise men hold meetings with bottlers and their driver salesmen. The route salesman is the keystone of the entire soft drink bottler system. Fortune recently described him as a "combination truck driver, stevedore, promotion artist, salesman, and since the wave of price increases, curbstone economist."

Moxie is going to considerable pains to educate him.

Previously, as its own bottler, Moxie sold to 350 New England wholesalers and chains—but failed to follow through at the stores. "We weren't really selling Moxie then," Purdy explained.

"Now, with franchise men helping the bottlers and their salesmen, and dealer men following through, we know where to pin lack of service. We can keep everybody on their toes. And while we can't reach all 25,000 retailers in our broad area, spot checks help us to learn whether bottlers and their men are doing a job.

Would Expand Selling

"We intend to increase our sales and service force—and our advertising and promotion to support them."

This graying veteran of three of Moxie's decades sat back in his swivel chair and lit another cigar. I sipped Moxie and looked at him, and looked around him, and wondered.

In answer to a question, he said yes, he believed American Distilling would hold the bag. Yes, Sobel (as Sobel already had told me) was doing

his part. A fine job.

But somehow it seemed that if Moxie comes back, Orville S. Purdy may have the most to say about it. He doesn't make like a miracle man. But still he may have something. Nothing fancy, you understand. Probably plain, plodding effort, and conscientiousness. Familiarity with the problems may mean appreciation of possibilities. Surely, after all the ups and then the long downs, the man must have faith.

He confided to me that last year, for the first time, he bought some stock in the Moxie Company.

CHOSEN TO FIT

is-

of

ct,

m.

40

ler

ot ay he 00 rv. dy igs esevler ed er, an, es,

ble

er,

nd to Ve

ng nd we ce. es. 00 ot otb.

les is-

115

nd id ng

as ng

dy

it.

n.

ıg.

d.

nd

th

on

he he

ar. ne

T

Miss Lorraine Jameson, Hosiery Buyer at The Halle Bros. Co., one of Cleveland's finest department stores, points out the qualities of Belle Sharmeer Hose to her star radio salesman, Bill Mayer of WGAR. Halle's and Belle Sharmeer carefully selected the "Mayer of the Morning" to carry their sales message to WGAR's four million friends in Northern Ohio.





CATCH THE BEST!

Colorful WGAR billboards catch the eyes of pedestrian and auto traffic to make nearly 24 million impressions each month. These outdoor boards are one of WGAR's many promotional activities attracting listeners for your sales story.

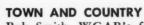
in Northern Ohio..



the SPOT for SPOT RADIO



Western Reserve University and WGAR co-operate to offer high school students in the Cleveland area an opportunity to learn all phases of radio, as WGAR turns its studios into classrooms for practical instruction by station personnel. WGAR is in a class by itself when it comes to community service.



Bob Smith, WGAR's farm editor, has a background in farming that makes him a farmer's radio man. His program, "Town and Country", is beamed to both urban and rural listeners and is available for sponsorship. Reach a 31/2 million dollar rural market served by WGAR. Harvest results!

WGAR Cleveland 50,000 WATTS ... CBS





Represented Nationally by RADIO . . . AMERICA'S GREATEST ADVERTISING MEDIUM Edward Petry & Company

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MAN-AGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

232—Point-Of-Purchase: The Advertising Medium That Clinches The Sale. (Price 75c)



You'll be amazed, too, when you see that TUFIDE looks like leather... teels like leather ... yet outwears the best leathers 5 to 1. You'll cut your business case costs as much as 50%! In fact, only TUFIDE gives you an unconditional guarantee for 5 long years.

Used by Leading Businesses!

Almost a million TUFIDE cases in use, including the salesmen of these leading business firms:

Allis Chalmers Co, B. F. Goodrich Co, Acme Steel Corp. General Motors, Oldsmobile Telechron Co.
Visking Corp.
Real-Silk
White Sewing Machine Co.

Your dealer has a full selection of TUFIDE business cases and matching luggage. TUFIDE can also be specially designed and made-to-order to fit every business or sales need.

A	WRITE FOR FREE FACTS ON TUFIDE!
1401	PRODUCTS, Dept. A-22 W. Jackson Blvd., Chicage 7, III. send me FREE facts on TUFIDE ss Cases, without obligation.
Name.	
Comp	any Name
Comp.	any AddressState

231—Sales Leap 51% When Homasote Offers Incentive For More Calls, by F. Vaux Wilson, Jr. (Price 10c)

229—The Jaded Convention Audience: How to Make It Sit Up and Bark. (Price 25c)

228—Appraisals for Salesmen: They Help to Lift The Batting Average; and Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan. (Price 50c)

227—227 Reasons for Continued Selling
—Even though there's nothing to sell.
(Price 10c)

226—When — and Why — Customers Mistrust Salesmen, by Dr. Donald A. Laird. (Price 5c)

225—What Air Reduction Is Doing to Increase Effective Selling Time. (Price 10c)

224—Market Research: The Coming "Must" in Industrial Selling, by Terry Armstrong. (Price 10c)

223—Hickok Tests Multiple Management and Finds It Sound, by A. R. Hahn. (Price 25c)

MARKETS

222—Experts Pick Best Test Markets by Regions and 5 Population Groups. (1950) (Price 25c)

207-Who's Who of Department Stores in New York Buying Groups. (Price 25c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (1947) (Price 25c)

152—Where To Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

"Let's See You Do It" Training Is Heart of Winkler's Dealer Course. (Price 10c)

How's Your "E.Q.?" (Price 5c)

Adventures in Shopping. (First and second of series of articles.) (Price 25c)

Adventures in Shopping. (Third and fourth of series of articles.) (Price 25c)

Adventures in Shopping. (Fifth and sixth of series of articles) (Price 25c)

Look Who's Buying Comics Now!, by Etna M. Kelley. (Price 25c)

How to Buy Advertising for 47 Cents on the Dollar, by Philip Salisbury. (Price 10c)

Does Increased Promotion Pay Off When General Business is Receding?, by Philip Salisbury. (Price 10c)

Advertising Once Stopped, Gathers Momentum Slowly (Pictograph.) (Price 5c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Does It Pay to Repeat an Ad? Tests Say "Yes!" (Price 5c)

Is "National" Advertising a Mistake? by Philip Salisbury, (Price 10c)

When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?" by Alexander Klein and Morris I, Pickus. (Price 10c)

Quiet Talk to the Salesmen About Self-Training, by Neil M. Mathews. (Price 5c)

Ring the Cash Register When You Ask for a Training Budget! by B. K. Moffit. (Price 10c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1...3 to 11 copies, 75c each...a dozen copies, \$6... More than 12, 50c each.



230—Eight Types of Sales Prospects . . . and how to handle them, by William G. Damroth. (Price 10c)



In New York Dep't stores in 1950 Spent more than 7 million

in The News...the largest advertising expenditure in one newspaper, in one year, ever made by New York department stores

NEARLY \$1 million more than the second newspaper...\$4 million more than the third... and \$1.3 million more than all five New York evening newspapers combined

one store's expenditure exceeded \$1 million... five stores ranged individually from \$500,000 to \$1 million...seven stores from \$100,000 to \$500,000

FOR TWENTY YEARS New York department stores have paid more for News space... because The News delivers the most customers, the largest volume, at the lowest cost

in One newspaper



and

by

nts

Off

sts

e?





BRUCE BRANDS . . . supported by steady trade and consumer advertising . . . build acceptance for a wide range of flooring.

Bruce Builds on Branded Flooring

Despite continuing sellers' market and wood shortages, Memphis producer maintains campaigns to get the trade to recommend and buyers to ask for its flooring by name. Sales of 130 million square feet a year prove it pays.

Who made your floors?

Because flooring, once installed, shows no label, the question may seem silly. Flooring is a generic sort of thing: It is linoleum or asphalt tile, or pine or oak.

But because flooring is bought by the individual consumer so rarely, its manufacturers have special reason for seeing that trade factors suggest and consumers specify not only their industry but their product.

The fact that four of every five homes built today have hardwood floors did not develop by accident.

And the fact that, of about one billion square feet of such flooring which the industry's 200 producers sell annually, one of them—E. L. Bruce Co. of Memphis—sells 130 million, was built on several decades of pioneering, in processes, products and promotion.

Among other things, Bruce pio-

neered in branding hardwood flooring.

Some of its continuous efforts for Bruce-brand flooring recently won top award in the building division of Associated Business Publications' annual competition for effective industrial advertising.

Among "227 reasons for continued advertising" in times of product scarcity, listed in SM last January 1, was F. L. Bruce Co.

was E. L. Bruce Co.

The "227 reasons," as compiled by Magazine Advertising Bureau, were as many advertisers spending \$100,000 or more in general or farm magazines in 1949, who were not in existence or were advertising in these media negligibly, if at all, in 1939.

For 1949 MAB listed Bruce expenditures in these media at \$303,075.

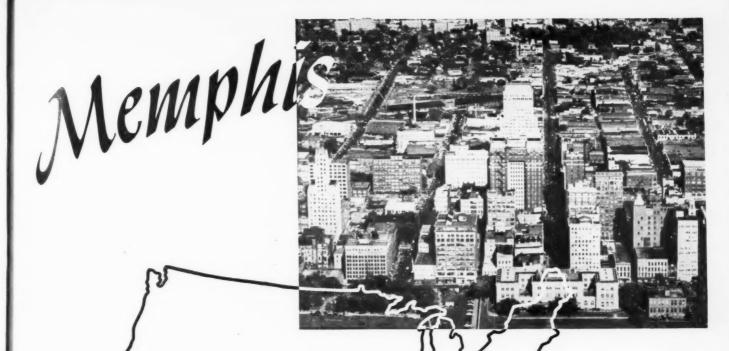
Bruce has been a business paper advertiser for several decades, but a consumer advertiser, for flooring, for only 12 years and for household products only six.

In the 1950-51 fiscal year, ending June 30, about 60% of the company's \$30 million sales volume will be in flooring. Eighteen per cent will come from millwork, hardwood and softwood lumber and furniture dimension, and 18% from floor-maintenance products and from Terminix for controlling termites.

Operating in a more competitive field, against big-spending rivals, the household products and Terminix now get 70% of Bruce's total advertising expenditure, and the flooring 30%. (The respective agencies are Christiansen Advertising Agency, Chicago, and Greenhaw & Rush, Memphis.)

Since World War II, hardwood flooring has enjoyed a sellers' market. Today, its future is complicated by factor's both of supply and demand. After a cold, wet winter, and floods throughout much of the South, the lumber supply for Bruce's five sawmills and six flooring plants is tight. On some woods the company cannot make delivery for four to six months.

On the other hand, the nation's crop of new homes apparently will decline from 1.4 million in calendar



ONE OF 20 FASTEST GROWING CITIES IN THE NATION

According to Dun & Bradstreet, Memphis is one of the 20 fastest growing cities in the entire country—cities that will CONTINUE to grow by virtue of (1) balance between production, distribution and trade and (2) location of major new industry*.

SELL Memphis, capital of the South's greatest
Market Area, through the advertising columns of
BOTH Memphis Newspapers — today reaching
more than 333,277** families daily throughout
this territory. The optional daily combination
rate offers a saving to the advertiser of 18c
per line.

*"Dun's Review," April, 1951

**ABC Publisher's Statement, 3-31-51

THE COMMERCIAL APPEAL MEMPHIS PRESS-SCIMITAR

Scripps-Howard Newspapers

JUNE 15, 1951



1950 to 850,000 in 1951.

But Bruce does not intend to re-

lax advertising for flooring.

Walter J. Wood, vice-president for sales, points out that this continued campaign has been "an excellent investment. It has greatly strengthened our position among such influencing factors as architects, conractors, builders, floor layers and lumber dealers. Also, it has made our products familiar to millions of prospective homeowners, to the point where we have, if not consumer demand, at least consumer acceptance of our floorings."

Nearly half of expenditures for space advertising for flooring goes to business and professional publications. Monthly insertions appear in American Builder, American Lumberman, Architectural Record, Building Supply News, Flooring, Lumber Cooperator, Magazine of Building, and

Progressive Architecture.

Bi-monthly ads also are scheduled for 14 other business papers: California Lumber Merchant, The Carpenter, Gulf Coast Lumberman, Hoosier Board & Brick, Illinois Building News, Iowa Lumber & Building Material Dealer, Lumber Merchant, Mississippi Valley Lumberman, Northwest Lumber & Building Material Dealer, Plan Magazine, Practical Builder, Retail Lumberman, Southern Lumber Journal, and Wood Construction.

Sweet's Catalog is used annually. The magazine list for flooring includes American Home, Better Homes and Gardens, House & Garden, House Beautiful, Popular Mechanics, The Saturday Evening Post,

and Small Homes Guide.

The new home market is restricted: Even in booming 1950 only about 3% of American families bought new homes-or about one-third of the total circulation of SEP. But the Bruce people regard this as a "trade magazine," which also reaches bankers and others who influence homebuilding and buying.

Popular Mechanics was first scheduled last year to "reach the men who do things for themselves." It is the only consumer magazine in which Bruce ads are now couponed. Handy husbands are told: "Just lay prefinished Bruce oak flooring right over your old floors . . . no sanding or

finishing.

The household products are being advertised in Chain Store Age, Hardware Age, Hardware Retailer, Housewares Review and Super Market Merchandising; in McCall's and Woman's Home Companion; in 77 newspapers in 69 cities, including those carrying Parade and This

Week; in 15 women's TV "shopping programs" from New York to Seattle and Los Angeles, and on radio stations in Boston and Richmond.

A Terminix schedule runs in Better Homes and Gardens, Holland's and The Saturday Evening Post. . . .

For nearly seven decades the Bruce word has been getting around. Edwin Lawson Bruce began in 1884, with one retail lumber yard in Kansas City; built a chain of lumberyards in Missouri and Oklahoma - only to lose them to floods and fire.

In 1908, he made his first hardwood flooring. When headquarters were moved to Little Rock in 1913. the company concentrated on these products. Hardwood then was regarded as luxury flooring for expensive homes. The Bruce people began a long, consistent educational job.

The move south helped. It was induced partly by the growing demand for oak, which in time replaced the northern maple, beech and birch.

Bruce Pioneers

By 1921 more manufacturing facilities were needed, and the company moved to Memphis. This plant became the first to mass-produce hardwood flooring . . . Today, less than 30% of Bruce's rough lumber supply comes from its own sawmills and the rest is bought from outside mills. Several warehouses serve the 1,500 retail lumber dealers who now buy Bruce flooring in carload lots and the 75 wholesale distributors who sell l.c.l. to 10,000 retailers.

The company introduced its version of random-width plank flooring in 1925, and Bruce block flooringvariation of parquet-in 1927. The latter comes not only in single woods but as "blendwood," in which each block blends familiar woods with

rarer ones.

Factory finishing, started for block flooring, was developed for mass-producing strip flooring in 1937. In the last 12 years the share of total production finished in Bruce's own plants has risen from 3 to 30% ... In 1949 ranch plank flooring was first offered.

Guiding the company today are two of the founder's four sons-Edwin L. Bruce, Jr., president, and C. Arthur Bruce, executive vice-president. Others among the 14 directors include W. J. Wood, who now devotes about 80% of his time to lumber products, and Evan L. Fellman, vice-president in charge of the household products division and Terminix.

Limited by the supply of rough lumber, the company's postwar sales expansion, until now, has been moderate. In fact, net sales of \$23.8 million for the year ended June 30, 1950. were below the \$23.9 million figure of two years before. Ratio of net income to sales declined from 8 to 6%. But in these three years advertising efforts were increased substantially. And in the last 12 years advertising and sales promotion expenditures were stepped up over 500%.

For two decades home building has been either in feast or famine. In 1934 its volume was only one-eighth as large as in 1930. The 1930 level finally was passed in 1940 and 1941 -only to decline by 1944 to less than one-third of that amount. For the last three years it has averaged three times as large as 1930 and 25 times as large as 1934.

The Bruce company has sought to take some of such strains from retail lumber dealers, by helping them to become better merchants; to diversify their lines, and by offering them products of consumer acceptance.

In 1932 Bruce introduced through lumber dealers its first household product, a floor finish. This was followed shortly by a floor cleaner. But for several years, volume was "nil."

Then Evan Fellman, who had handled Terminix, was named director of household products. Through brokers and wholesalers, he developed distribution for this line in department and hardware stores, grocery chains and super markets.

The lumber dealers were not pleased, Wood recalls: "A lot of them threatened to drop all Bruce products. But none of them did. They continue to handle our household, flooring and other products. They have learned how to sell them."

In 1950 Bruce introduced for retail lumber salesmen the industry's first course on "How to Sell Hard-wood Flooring." Edited by C. Arthur Bruce, it gives selling fundamentals, and promotes not only Bruce but all hardwood floorings by increasing the salesmen's knowledge of them.

The 12 lessons thus far distributed cover, among other things, what the salesman should know about his customer; "appearance as an aid to selling;" "durability of hardwood and competing materials;" the comfort, health and safety advantages of hardwood; raw materials, sources and manufacturing; importance of kiln drying, special Bruce floors, and development of prefinished flooring.

In selling lumber products, Walter Wood directs a force of 18 men, plus commission men, who help the wholesale and retail trade make the most

of the Bruce line.

Much of flooring sales and promotion efforts is still on the "trade side." Wood explains. Consumers are inFLORIDA IS ONE OF AMERICA'S BIG, IMPORTANT, FASTEST-GROWING, YEAR AROUND MARKETS, AND . . .

If your sales picture needs improvement—



0,

re et to r-11-1li-6. as ln th el 11 SS or ed 25

to iil to

m gh lld olut

shed to ry

ie id ed

e-

s,

1e

d ne sl-

d

e-

er

st

T

FLORIDA Set You 20

Anyone's sales picture is bound to improve using the coverage of Florida's three big morning newspapers—80.47% of Florida's total retail sales, 80% of the general merchandise sales, 81.13% of food sales, 80% of drug sales, and 81.1% of furniture sales—even 80% of the effective buying income!

FLORIDA TIMES-UNION

Jacksonville - National Representative - Reynolds-Fitzgerald, Inc.

TAMPA MORNING TRIBUNE

National Representative - Sawyer-Ferguson-Walker Company

MIAMI HERALD

National Representative - Story, Brooks & Finley, Inc., A. S. Grant, Atlanta

JUNE 15, 1951

Lowest Cost

op Markets

113

clined to take what the architect, the contractor or builder, the lumber dealer or the floor-layer may recommend. But—as a double clincher—more consumers are asking for Bruce floorings.

Bruce displays its wares in state and national lumber dealers, builders and architects' conventions. It offers conducted tours through its various

production facilities.

One "trade" medium is a bimonthly *Bruce Magazine*—the 45,000 circulation of which reaches 25,000 lumber dealers; 19,000 architects, contractors and builders; 5,000

other trade factors; 3,000 employes and 1,000 stockholders of the company, and 1,700 business papers, magazines and newspapers.

Recent issues told Bruce's advertising plans for 1951; announced a new design and five-year guarantee for Doozit, a floor cleaner and waxer used in more than one million homes; described flooring applications in new homes, apartments and other buildings, including an art gallery, and showed how Terminix protects famous old buildings, such as the stately Arlington mansion in Natchez.

And each issue reports case histories

of merchandising alertness of individual lumber dealers: A Cleveland store finds "self-order boards save time, increase sales." A Denver merchant "offers home buyers a year's supply of Bruce products." One story cites survey findings among builders on the sales importance of demonstration homes.

Bruce Magazine's mailing list supplies names and addresses for most mailings—except those made to selected regional groups, as requested by individual wholesalers or retailers,

Periodic Bruce mailings tell various trade factors, promotion plans and sales potentials of specific products. Promotion material—including color reprints of consumer ads—is offered free to retailers for in-store and mail distribution.

Consumer inquiries on flooring, says Harvey Creech, advertising manager, are handled through an automatic reply system; screened for potential customers, and passed on to retailers in seven to 10 days.

Brochure Describes

One color-illustrated brochure describes three types of Bruce flooring: Ranch Plank, entirely prefinished, and block and strip, which may be bought either finished or unfinished. It provides technical and installation data on them, and also promotes Bruce-Way floor finishing and maintenance products for them.

By emphasizing the Bruce name as a standard of quality, Wood explains, the company has made progress in pulling itself out of price competition. But at the same time the growing proportion of finished flooring has made its "installed prices" more competitive. And in the last year, while hardwood flooring prices generally have risen about 10%, Bruce's have gone up only 5%.

In other ways, as the largest producer of hardwood flooring, Bruce recognizes responsibilities of leadership. By example and persuasion it led in getting the National Oak Flooring Manufacturers Association to launch, three years ago, a consumer and trade advertising campaign, through Fuller & Smith & Ross, Chicago office. About \$130,000 annually is being contributed by 125 hardwood flooring producers. The largest contributor is E. L. Bruce Co. But this was not the only factor in selecting Walter Wood as chairman of the association's advertising committee!

The Bruce people believe that such advertising helps all hardwood flooring. They also believe that "the advertising of any Bruce product helps the sale of all Bruce products."

You Always Get MORE in MIDDLETOWN

In our Survey of Buying Power advertisement, we compared Middletown, the U.S., and Connecticut on a family retail sales basis . . . by way of showing how "you always get more in Middletown."

A MISTAKE WAS MADE

Connecticut was credited with \$3,668 retail sales per family instead of \$3,546. Here are the true family averages.

Middletown U.S. Connecticut \$4.362 \$3.177 \$3,546

Middletown's family sales are actually \$816 above the Connecticut family sales average . . . and remember—Connecticut ranks 8th among all states!

This superiority in family sales over the U.S. and Connecticut holds all across the board—in retail, food, general merchandise, furniture-household-radio, automotive and drug sales.

. . . And assures you a big sales return on every advertising dollar.

The Middletown Press alone gives you thorough coverage of Middletown . . . with \$5,698 per family income—and Middlesex County . . . with \$5,074.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

The Julius Mathews Special Agency, Inc.

You Always Get MORE in MIDDLETOWN

"LOOK AT THE UPWARD TREND OF ADVERTISING IN **MIDWEST** FARM

PAPERS!"

vidtore

inlant

V of

surthe

tion

supnost

sested lers. ari-

and icts. olor

ered

mail

ing.

nan-

uto-

po-1 to

de-

ing: hed, be hed.

otes ain-

ex-

rog-

om-

the

oor-

ces"

last

rices

0%

pro

ruce

der-

n it

Oak

tion

um-

Chi-

ally rood con-

this

ting 2 25 such

001-

ad-

ielps

ENT

Per cent Gain or Loss in Advertising Expenditures FIRST QUARTER, 1950-1951 5 Midwest Unit

Farm Papers GAIN

Magazines

-3.7%

+9.8%

4 General Farm Papers -4.7%

-2.0% VIIIIIIIII

Newspapers

Radio

Source: Printer's Ink

Advertising linage of Midwest Unit Farm Papers is up 9.8 per cent over the corresponding period in 1950—and the strong upward trend is continuing. In contrast, linage figures for the four general farm papers are off 3.7 per cent.

The Midwest Unit's gain exceeds that of any general category of consumer advertising media except television.

Average lines for each of the five Midwest Unit papers in the first quarter of 1951 were 176,527 as against an average of 140,387 for each of the four general farm papers.

... because more and more advertisers insist on seeing results in sales!

The trend shows that more and more advertisers are joining those who already know that localized farm advertising pays off in more sales. Only in local farm papers can you localize your selling . . . pin-point it right down to specific territories. And when you advertise in the Midwest Unit it is a one package proposition—one insertion order, one plate at an economy rate.

WALLACES FARMER THE FARMER PRAIRIE FARMER NEBRASKA Hebraska Farmer

Call your Midwest representative, Midwest offices at: 250 Park Avenue, New York . . . 59 East Madison Street. Chicago . . . 542 New Center Bldg., Detroit . . . Russ Bldg., San Francisco . . . 1324 Wilshire Blvd., Los Angeles.

MIDWEST Farm Paper UNIT

NEBRASKA FARMER . PRAIRIE FARMER . THE FARMER . WALLACES FARMER & IOWA HOMESTEAD . WISCONSIN AGRICULTURIST and FARMER

JUNE 15, 1751

New Attacks on Old Sales Problems Lift Volume 120% For Schilling

(Continued from page 39)

are concerned. In some items its prices were higher, in others lower than the prevailing market, but they have remained what the company calls "pretty competitive." "You could sum up the price policy, past and present, as one of offering the best quality of product at the lowest price to the housewife," says Mr. Miller. Some houses change package sizes or amount of contents rather than adjust prices. Schilling maintains size and prices according to market conditions.

Schilling always had been a direct selling house, with its own corps of salesmen in the field calling on retailers. After the merger it decided to continue this policy as the best for its territory. The West has grown and is growing tremendously. But it is still full of wide open spaces. Here's Mr. Miller's reasoning behind the retention of the direct selling policy:

"In the less populated regions such as those where we operate in 22 western states, jobbers cannot give the service and distribution we expect. They cannot, or will not, push a full line of merchandise which contains many small items, such as ours. They'll go into a store and sell pepper, say, and coffee, but never mention the long list of less well-known spices and extracts. As a result, the bulk of your line is never ordered or stocked, hence, not sold."

Although it had sold directly, up to the time of the merger the company had only one branch office and warehouse. These were in Los Angeles. Elsewhere in their sales territory, owner-operated warehouses filled Schilling orders sent in by their salesmen. This was changed in the policy overhaul and now eight of 10 outside warehouses used in different sections of their territory are directly run by Schilling. They also use a few jobbers inherited from McCormick.

McCormick distributes mainly through jobbers—a feasible system in the East's thickly populated areas. At the time of the merger with Schilling it had little distribution in the far West. This was handled through jobbers. When McCormick withdrew their merchandise, Schilling took over these jobbers and distributed their brands through them in place of the McCormick items. Schilling, in turn, gave McCormick any accounts it had

on the east side of the Mississippi,

Having determined that direct selling remained the best policy for the West where, outside of a few large cities, most of the contacting must be done in rural areas and in small communities a long way apart, Schilling laid groundwork for intensifying that selling. It had a sizable and well distributed sales force which was built up to slightly over 200 men, adding 50% more head salesmen. The 22-state-territory was broken up into regional setups: Minneapolis, Los Angeles, Amarillo, Tex., and San Francisco. The company's objective was to contact everyone operating a grocery store.

The Point of Pay-Off

With this setup the company is able to maintain better and closer relations with retailers — and with many more retailers. By shipping direct from its own warehouses to stores, it is giving better and quicker service. Schilling merchandise is not under Fair Trade law protection. But working closely as they do with retailers the men in the field are in a position to see that prices are kept right in relation to local conditions.

"But one of the biggest gains is the opportunity we have to advertise to the consumer through our point-of-purchase promotion," Mr. Miller

points out.

Blanketing newspaper advertising, hard-hitting magazine copy, a barrage of radio spots, the point-of-purchase material itself, all can be wholly or partially wasted unless brought together to do their effective work at the spot where the customer makes up her mind.

Here, Schilling believes, is where the manufacturer with his own force in the field can earn the pay-off. All the improved promotion was planned

to that end.

Integrity in relations with retailers, as we have seen, had been a Schilling policy from the start. It had given them a certain amount of solid assistance, too, in helping to put on store sales. But no showmanship had entered into it and point-of-purchase material and dealer helps were geared more to the old-time store than to the modern super market. A sale with advertising pennants strung on wires is all very well, but grocers and their customers tire of it.

The new promotional policy includes, first of all, demonstration. Salesmen arrange to go into a store on a Saturday and talk to housewives while brewing Schilling coffee or McCormick tea and serving all comers with a refreshing cup. Special mass





pi. ect tor ew ng

in rt, iniz-

rce ver ad

vas in-

y's op-

ser ith dito

ker not 3ut re-

ept

ns. the

to of-

ler

ng. arurlly

ght

at

kes

ere

All

ned

ail-

a

rad

olid on nad ase

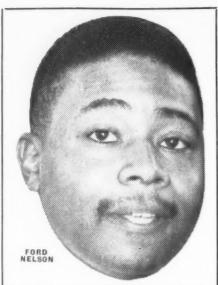
red

ad-

neir

on.

Icers 1255 NT



489,000 CUSTOMERS FROM ONE MEMPHIS STATION!

HOOPER RADIO AUDIENCE INDEX
City: Memphis, Tenn. Months: Feb.-March, 1951
Time Sets WDIA B C D E F G
M-F 8AM-6PM 20.1 26.2 23.1 19.8 16.8 12.0 5.0 1.2

WDJA, programming exclusively to a Negro audience, completely covers the 44% Negro portion of Memphis' 394.000 population and inexpensively gives you the 499.000 total Negro population in WDJA's BMB counties. The 5 other Memphis stations split up the white audience. The Hooper above proves the coverage and case histories of such QUALITY advertisers as Purex, Lint, Camel Cigarettes, Alaga Syrup and Kellogg Ali-Bran prove the sensational results. Write for facts.

Radio Station WDIA, Memphis, Tenn.

Harold Walker, Com. Mgr. - John E. Pearson, Rep.



FLEETS OF 10 to 1000 BRAND NEW 1951 FORDS, PLYMOUTHS, CHEVROLETS READY FOR IMMEDIATE DELIVERY Maintenance and non-maintenance plans avoilable on mileage or flat monthly rental basis to meet your specific requirements. All plans include license plates, replacement in case of fire, theft or serious damage, new cars every 12 months.

12 months.

Highest Prices Paid for Your Present Fleet

Just Published! Write for copy, no obligation

"How To Poduce The Cost."

"How To Reduce The Cost Of Automotive Transportation"

GENERAL AUTO RENTAL CO.
Coast-to-Coast
HAROLD B. ROBINSON
6600 N. BROAD ST., PHILA. 26, PA.
Livingston 8-5000

displays of the products are first built as backdrop. Demonstration equipment used by the salesmen today is an aluminum, two-gallon coffee maker with service adjuncts (adaptable also to tea making). It replaces a sample-case type setup of a three-burner electric stove and three glass coffee makers. The aluminum urn is little, if any, heavier and a lot more of the beverage can be made at one time, doing away with the problem of impatient would-be tasters. As many as 3,000 cups have been served in a single store during one demonstration.

Promotion by Team-Work

More recently, the company has gone a step further and worked out a "breakfast program." This was started in the Los Angeles territory and has been extended to several metropolitan areas. It works like this:

A Schilling salesman or head salesman makes a tie-in arrangement with a salesman of some other firm or firms. A real three-ring breakfast program includes hot cakes (Sperry) and little pig sausages (Swift or Morrell) together with Schilling coffee. The salesmen work out the project with a chosen grocer who advertises it in advance. In Los Angeles such programs have been put on starting at 5 a.m., running through to 10 a.m., with plenty of takers. It is practicable only in a super market, of course. The reason for working out the joint promotion at the local level through the salesmen on the spot rather than through the companies whose products are involved, is obvious: speed and simplicity.

An interesting twist to the breakfast programs is a tie-in with local Boy Scouts. They sell tickets to the doings, at 25 cents a person, thus raising money for their activities. Between 40 and 50 breakfast parties in larger markets have been put on in the Los Angeles area during the past

The demonstration policy as a whole, Mr. Miller reports, has had several good results over and above publicity. There is no doubt that it has increased sales through the stores. It also has helped to sell retailers who never stocked the Schilling brand. It has made many new customers for the company's products.

Sitka, Alaska, yields an interesting case history. Here a salesman staged a 1,600-cup demonstration of Schilling coffee. Wives of railroad men employed by the Alaskan Railway, who had enjoyed the party, put the bee on the company commissary to

handle the brand. They won. A 25-case order was the first result.

Schilling's improved promotional policy has brought the company closer to the retailer in another way. Observing that (1) seasonal merchandising and (2) dump displays in stores increase sales, the company designed a special display stand. It is an attractive bin, 18 x 12", and 36" high. Holding a gross of small spice packages, it usually is set up with a single item to tie in with a seasonal push (poultry seasoning at Thanksgiving, fruit colors at Easter, etc.) certain seasonings which are in line for promotion. Since February of this year 2,500 dump display bins have been set up in stores with appropriate seasonal merchandise and point-ofpurchase material.

Another promotion effected through the dealer is a premium deal. In connection with distribution and introduction of McCormick tea in successive areas, a coupon is given with purchases. Sent in to the company with a tea box top and \$1.25, it is good for a Bru-O-Lator Tea Pot valued at \$3.50. The pad of coupons is attached to store display material advertising the tea. This was started two years ago and is highly successful. During the iced tea season the company redeems on an average 1,500

Advertising Expands

pots a month.

The merchandising moral here seems to be that today's food store operators collaborate more willingly with the manufacturer who provides practical sales helps and tools, than they do when the manufacturer appears mainly to be using the store to hang up promotional materials.

Schilling had no need to alter its policy with respect to advertising—only to broaden it. The firm from the start has believed it to be a necessity. In the early days it may have taken quaint forms. There are old San Franciscans who still remember the giant teakettle atop a pole in front of the old Schilling building in lower Market Street, a kettle from which steam (lead through it by a pipe) poured comfortingly all day.

Not so many may remember the startling Schilling outdoor poster which San Franciscans wakened to find plastering their city from one end to the other and which later appeared in other communities.

"Would you paint your potatoes green? Then why should your tea be painted green?" the signs righteously demanded. This, of course, was before the Pure Food Law.

Schilling copy settled down after

that to fairly sedate newspaper announcements on the leading products, mainly coffee. There was always extensive newspaper advertising. With the merger the company broadened its advertising policy to include national media. Jointly with McCormick it started a full-color program in leading consumer publications such as McCall's, Good Housekeeping, Ladies' Home Journal.

25-

nal

iny

ay.

an-

in

de-

6"

ice

1 2

nal

ks-

c.)

ine

his

ave

ate

of-

igh

on-

ro-

IIC-

ith

ot ons

rial

ted

ul.

m-

00

ere

ore

gly

des

nan

ap-

ore

its

the

tv.

cen

San

the

ont

ver

ich

oe)

the

ter

to

end

red

oes

be

sly

be-

ter

NT

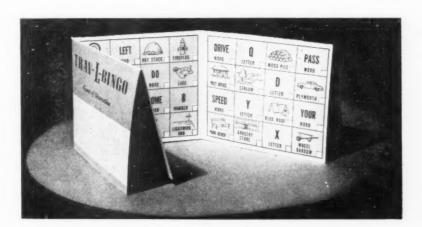
The program for newspaper insertions has been expanded. To advertise coffee 226 papers are used; for spice and exacts copy, 212. Family Gircle, which always has been used, is continued with occasional use of Sunset.

The Schilling business paper advertising policy had been to use some of the larger grocer trade association publications. This continues on an expanded scale with the company's copy appearing regularly in 10 or 11 of these papers throughout the West.

Radio spots in the entire selling region are now a regular part of the advertising policy, with Honolulu and Alaska stations newly added.

Mr. Miller sums up the overhauled and integrated merchandising policy: "When you have a quality product to offer, intelligently distributed and the price right; when you have your men in the field seeing that the merchandise is well-arranged, fresh, attractively displayed and promoted; when in turn this is backed up in the territory by newspaper advertising and radio spots—then you have a pretty good chance of convincing the customer to buy as well as the retailer to order."

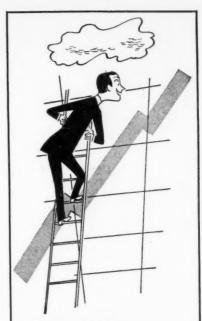
That the dual aim is being achieved is evidenced in results: 40 new sales territories added, two new sales divisions, and 120% more business as compared with the figures of the last year before the policy changes were made.



Quiets Kids' Fidgets

Fidgety kids on a motor trip now have something to do other than pester their parents with questions or jump around in the car. They can play Trav-L-Bingo. Auto-Owners Insurance Co., Lansing, Mich., operating in six Middle Western states, is distributing these bingo cards, made by Wallace-Lindeman, Inc., Grand Rapids, Mich.

Trav-L-Bingo consists of four perforated cards, which can be torn apart so four people can play. Each card has 16 squares in which are illustrated familiar objects seen along highways—farm animals, words found on road signs, various makes of cars, etc. As players sight objects along the highways they check their cards. The first player to complete a "bingo" enters his score on the attached score card, and then goes on to play the game again. The winner yells "double bingo!"



OVER **200,000!**

That is the present circulation of The Wall Street Journal . . . over 200,000 executive subscribers from coast-to-coast who do more than read the national business daily. They act on what they read in The Journal!

Why?

The Wall Street Journal has the world's largest business news gathering staff: 20 fully staffed news bureaus in key cities here and abroad. The Journal has the largest private wire system maintained by any individual newspaper or magazine. It also has the services of all the great press associations . . . AP, UP, INS and Reuters.

Businessmen need a publication that is authoritative, reliable and comprehensive. That is why business has turned more and more to The Wall Street Journal. Each day The Wall Street Journal news organization originates and presents the bulk of business news across the country.

Today, more than ever before IF YOU ADVERTISE TO BUSINESS, THE WALL STREET JOURNAL SHOULD HEAD YOUR LIST.

THE WALL STREET JOURNAL

published at:

NEW YORK 44 Broad St. CHICAGO 12 E. Grand Ave.

DALLAS 911 Young St. SAN FRANCISCO 415 Bush St.

advertising

MEDIA... AGENCIES... SERVICES

"Area Hooperatings" Now Projectible

C. E. Hooper, Inc., announces the release of the first projectible "Area Hooperatings" for a single-city group of radio stations. The survey, commissioned by Radio Station WTAM, Cleveland, measures radio listening in 13 counties located in northeastern Ohio including the cities of Cleveland, Akron and Canton. The counties were picked by the station and, according to a WTAM spokesman, comprise "all counties common to the BMB area of the four Cleveland network stations." The report covers projectible ratings for these four Cleveland stations - WTAM, WGAR, WJW and WHK - with other listening aggregated into an "all others" category. The method em-ployed is identical to that used by Hooper in his "U. S. Hooperatings."

The basic material for these "Area Hooperatings" comes from current coincidental sampling, continuously conducted inside cities within the 13-county service area, just as the base measurement was secured coincidentally in 36 cities as the first step in "U. S. Hooperatings."

Projection ratios are secured from listener diaries placed "inside" those cities and "outside." They serve only to establish the ratio between each station's "inside" city audience and its "area" audience.

An example of the joint use of



SWINGING fore-and-aft, the moving display man by Einson-Freeman Co., Inc., is admiring Admiral TV sets on dealers' floors—good viewing from all angles.

both types of data follows: If WTAM's "inside" rating on a particular program is 5.0 (by coincident) and the ratio of "inside" to "area" is two to three (by diary), the "Area Hooperating" for the 13-county area is 7.5, and so appears in the report.

WTAM's "Area Hooperatings" is the first in a series of such surveys to be published by the Hooper firm and is held to represent a pattern of measurement being settled upon by many stations as a means of reporting, in full, the home audiences they have always been delivering but have never before measured.

Commenting on the significance of the report, Mr. Hooper says, "This represents a new instrument for reflecting the home audience to stations, more completely than stations found necessary prior to the arrival of the highly competitive atmosphere in which radio now finds itself."

"It is hoped that this [approach to the subject of complete home audience portrayal] represents a reversal of an observable trend to utilize 'aided recall' and other techniques which," Mr. Hooper asserts, "can be demonstrated to puff or distort the apparent size of the audience."

Mutual Dips Rates July 1

Approval of a network rate adjustment, endorsement of mutual management operations, and proposal of action to assure the continued growth of AM broadcasting, high-lighted a two-day meeting of the Mutual Affiliates Advisory Committee, held recently in New York City.

The MAAC of Mutual Broadcasting System approved an adjusted rate schedule, effective July 1, 1951. The sole change in the network rate card, as respects individual station rates listed therein, is to reduce Sunday afternoon rates from two-thirds to one half of the evening rate. After all discounts earned in accord with the present Mutual rate card, a plus discount of 10% will be applied to the advertiser's net billings for all periods





APPOINTED at the Courier-Post, Camden, N. J.: Neal E. Dyer (left) as assistant general manager, and Maurice L. Platt (right) as advertising director.

after 1:00 P.M., New York City time, all week.

Reader's Digest Inter-National Reduces Rates

For the first time in 12 years of international publishing, *The Reader's Digest International Editions* are offering a reduced rate to advertisers who buy space simultaneously in every one of these editions.

Effective immediately, advertisers who take space in all 26 of the international editions in the same month—reaching an audience of more than 25,000,000—will receive a reduction of 10% from the published rates.

This special "Global Rate," made possible by the lower production costs when an advertiser uses all editions, works out at \$11,350 for a black and white page with a total net paid circulation of 6,282,694.

The opportunities afforded by introduction of the new rate are described in a folder titled "The World is Waiting for Your Story," which tells how such firms as Remington-Rand, Inc., and Zenith Radio Corp. have already made effective use of global advertising in *The Reader's Digest*. Copies of this booklet may be obtained by writing to Alan Legg, The Reader's Digest International Editions, Inc., 230 Park Ave., New York 17, N. Y.

TV Sets In U. S. Double In Year

The number of television sets in use in the United States has more than doubled in the past year, and totaled 12,499,900 as of May 1, according to an estimate by Hugh M. Beville, Jr., director of Plans and Research for the National Broadcasting Co. Last year, as of May 1, there were 5,846,000 sets in use.

Mr. Beville reports that sets are now in operation in 29% of all U. S. homes, and in 47% of the homes in television reception areas. The new total represents a gain of 328,400

Announcing . . .

A NEW TROUBLE-SHOOTING MARKET RESEARCH SERVICE

DO YOU NEED:

- (1) Information on statistical source material, public and private?
- (2) Informed guidance through the maze of government statistics?
- (3) Back data on economic trends for specific markets?
- (4) Help in setting sales quotas?
- (5) To know the location of good markets (and bad)?
- (6) To know the current volume of business in your industry?

For years, SALES MANAGEMENT, as publishers of the annual Survey of Buying Power, has served as the recognized authority for answers to questions such as those posed above, and we shall continue to answer without charge routine questions on the Survey of Buying Power through our Librarian and Readers' Service. However, the volume of inquiries of a research nature has become too large to be handled efficiently through these channels alone. Accordingly, we have made arrangements with Market Statistics, Inc., headed by Dr. Jay M. Gould, Research Director for the annual Survey of Buying Power, to handle questions of SALES MANAGEMENT subscribers involving points of special technical interest. If such questions can be readily answered from data on hand, there will be no charge. For problems involving special research efforts on the part of the staff of Market Statistcs, a nominal charge will be quoted, based on the time involved. In addition, Market Statistics, Inc., entrusted with the responsibility of preparing all estimates underlying the SALES MANAGEMENT Survey of Buying Power, will make available to SALES MANAGEMENT subscribers, by special appointment, its files of regional statistics, among the most complete in the country.

For further information write or phone Dr. Jay M. Gould at Market Statistics, Inc., 432 4th Avenue, N. Y. 16, MU 4-3559 or SALES MANAGEMENT, LExington 2-1760.

JUNE 15, 1951

121

is in

City

s of ead-

are sers

isers ter-

onth than

tion nade

costs

ons. and

cir-

in-

orld

hich

tonorp.

e of der's

y be

egg. onal

New

more and M. and casty 1,

U.S. es in

new 3.400

ENT

sets during April, 1951. The set count in the New York metropolitan area has reached 2,350,000. Chicago ranks second with 921,000 sets, followed by Los Angeles with 918,000 and Philadelphia with 852,000.

How To Use Match Book Advertising

Facts from a recent cross-country survey show that 70% of adult Americans carry book matches. Over a third of them remember—without prompting — the printed advertising messages . . . remember after they have thrown the matches away.

This survey, along with current conditions which have advertisers and agencies scouting to greater economy and flexibility in advertising, says the Lion Match Co., gives match book advertising the stature it deserves.

In response to this increased interest, Lion Match Co. has issued a timely and illuminating manual on match book advertising. Prepared by Mann-Ellis, Inc., New York City, the booklet shows what this advertising medium can do and the many ways it can be used. Local, regional, or national promotions, tie-ins with other advertising media, manufacturer-dealer plans, and other phases of match book advertising are described and explained. Copies of the manual, titled "Lion Sheds New Light on Match Book Advertising,' are being offered in a test campaign in selected business papers and The New York Times.

Advertisers and agencies are invited to write for a free copy of the booklet to Lion Match Co., 250



OPENING FORUM: C. E. McKittrick, advertising manager of the Chicago Tribune, on platform at the newspaper's second annual three-day forum on distribution and advertising. Panel includes: (I to r) L. E. Oliver, national merchandise manager, Sears Roebuck & Co.; Dr. G. R. Collins, New York University graduate school of business administration dean; E. B. Weiss, director of merchandising, Grey Advertising Agency, Inc.; S. W. Dean, Jr., McCann-Erickson, Inc.

West 57th Street, New York 19, N. Y.

Radio-TV Appointments

In connection with the proposed merger of the American Broadcasting Co. and United Paramount Theatres, Inc., Robert H. O'Brien will be executive vice-president of the radio and television of the "American Broadcasting-Paramount Theatres, Inc., and Robert M. Weitman will be a vice-president. Both Mr. O'Brien and Mr. Weitman are executives of United Paramount. . . . Edwin S. Friendly, Jr., has been named Eastern sales manager of ABC's Network Television. . . . Alexander Stronach, Ir., has become ABC's vice-president for television, Slocum Chapin vicepresident for television stations, and Richard A. Moore acting manager of the network's Western Division.

The Network Sales Service Department of the Columbia Broadcasting System will function as two separate divisions, AM and TV, effective June 18. According to J. L. Van Volkenburg, CBS vice-president in charge of Network Sales, the step is being taken in recognition of the increasingly complex problems involved in the servicing of CBS' radio and television networks. Robert F. Jamieson, most recently station relations manager for the Du Mont Television Network, has been appointed manager of the Television Network Sales Service Department. The Radio Network Sales Service Department will be headed by Thomas P. Maguire, who in the past has handled both radio and television sales service

Joseph E. Baudino, manager of pioneer Westinghouse Station KDKA, Pittsburgh, has been appointed general manager of Westinghouse Radio Stations, Inc. He succeeds Walter E. Benoit, who is to head the newly inaugurated Westinghouse Air Arm Division. Mr. Baudino will take over his new duties at Stations Headquarters in Washington, D. C., July, when both appointments are effective. His responsibilities will comprise Headquarters management of WBZ and WBZA at Boston and Springfield, Mass., WBZ-TV in Boston. KYW Philadelphia, KDKA Pittsburgh, WOWO Fort Wayne, Ind., KEX Portland, Ore., and the FM components at each of the AM sta-

Redbook's First Price Raise in 20 Years—To 35c

Redbook, which hasn't changed its



TV PREMIERE . . . McKesson & Robbins, Inc., "Date With Judy" which promotes company's products and services of retail druggists in 55 markets via ABC network television. William J. Murray, Jr., board chairman, greets Pat Crowley (Judy).

cover price since 1920, will sell on the newsstands for 35c instead of 25c, effective with the August issue.

Phillips Wyman, publisher, in announcing the change, pointed out that increased costs of publishing, plus evidence that *Redbook* is presently underpriced, motivated the price rise. In regard to paired down net profits, which all publishers are facing today, Mr. Wyman asserted that *Redbook* is simply maintaining its historical policy "of securing the highest practical net revenue from its circulation in the interest of low rates to advertisers."

No serious reduction in newsstand sales is contemplated, as a price rise to 35c in Canada has been in effect since October, 1950, and has caused no appreciable sales drop-off.

The soundness of *Redbook's* position in respect to newsstand circulation is borne out by the most recent A.B.C. Publishers Interim Statement of Circulations. There are 20 magazines published in the United States having over 2,000,000 total circulation. A comparison shows that among the 14 reported for the first quarter of 1951, only five increased their newsstand sales over the first quarter of 1950. The five publications, and the percentages of their newsstand



ADNA H. KARNS, general manager of WING, Dayton, O., and WIZE, Springfield, O., has been appointed vice-president of Great Trails Broadcasting Corp.

MR. LOU STENGEL, Vice President in charge of sales and advertising, the Manhattan Shirt Company, says: "Your annual Survey of Buying Power and County Outline Sales Map are two reasons why SALES MANAGEMENT is our bible when it comes to determining sales potentials and laying out sales territories."

tes

tail

ork

ard

ly).

1 on 25c,

that eviune. In ofits, oday, book orical pracation dver-

stand e rise effect aused

posi-

cula-

ecent

ment

naga-

States

rcula-

mong

larter

their

arter, and stand

presi-

MENT



when sales executives are planning and deciding . . .



is always in the picture

No matter what problems the Sales Chief may face in his working day, the chances are he'll make use of SALES MANAGEMENT magazine or one of the special tools SM provides to help him in his job.

In addition to the pertinent ideas he finds in every issue of the one publication edited specifically for him, the typical Sales Executive turns to Sales Management for aids and services which include:

County Outline Retail Sales Maps
The annual Survey of Buying Power
Reader Service Department and Library
Special Consultation
Sales Letter Round Table
Specialized Application for Employment Blanks.

for example: SM's Reader Service Department and Library sells over one million pages of reprints every year, and its three full-time specialists answer a constant flow of requests for marketing information.

Combine these special services with the stimulating editorial content in one of the world's "most often quoted" publications and you see the consistent impact of SALES MANAGEMENT on the opinions and decisions of the nation's sales executives.

THE MAGAZINE OF MARKETING

Gales Management

386 Fourth Ave., New York 16, N. Y.

333 North Michigan Ave., Chicago I, III. • 15 East de la Guerra, Santa Barbara, Calif.

JUNE 15, 1951

123

circulation increases, are: Better Homes and Gardens, 11.6%; Redbook, 8.%; McCall's, 4.9%; True Story, 4.77%; American Magazine, with 156 more copies. Redbook also shows a gain in total circulation for the quarter: 2,067,646 for 1951, and 1,995,549 for 1950.

The magazine's subscription price will also be raised-though no date has been set-from \$2.50 to \$3.00 a year. There will be no change in ad-

vertising rates.

WAVZ Puts Punch in Canada Dry Flavor Merchandising

Radio Station WAVZ, New Haven, Conn., is going an extra mile in its merchandising service to help Canada Dry Ginger Ale, Inc., introduce, establish and increase sales of Canada Dry Flavors throughout this market.

When most people hear the words Canada Dry, they immediately think of Ginger Ale. Now the company wants people to think of flavors, too. The Canada Dry Bottling Co. of New Haven, Inc., has kicked off with an intense selling campaign designed to get its 1,200 customers now carrying its Ginger Ale to carry its flavors also. Newspaper advertisements are being used once a week, plus extensive air time via WAVZ.

The WAVZ air promotion consists

1. Fifty spots a week using a combination of live copy, the new Canada Dry Flavor Jingle, and, in addition, a few jingles on Ginger Ale and Sparkling Water.

2. In a Flavor Contest, phone calls are made to listeners and they are asked to name the Canada Dry

Flavors.

3. Canada Dry's Listening Mike, using a hidden tape recorder in busy spots of the city; individuals are asked to sample flavors and to make comments. Only afterwards is the microphone revealed. The testimonials are



WAVZ GIRL . . . Miss Mary Boland treats grocer Tony Stromboli to Canada Dry Flavor during the New Haven, Conn., radio station's merchandising efforts to help Canada Dry popularize its flavors.

later aired following clearance.

4. Canada Dry Safety Sloganschildren are urged to write safety slogans for vacations and summertime. The best of these are selected to be used on Saturday Morning Kid Shows and the children win Canada Dry Flavors.

5. Additional air promotion is given when studio audiences and when program guests are served re-

freshments.

The Canada Dry Bottling Co. is further aided in getting distribution in the beverage market of New Haven by off-air promotion and merchandising on the part of WAVZ.

Keen competition hinders distribution. To help overcome this problem, the station's WAVZ girl clad in blue and white uniform makes personal calls on non-customer stores. From her portable refrigerator she offers cool sample drinks of flavors to the retailer, tells him all about the promotion that Canada Dry is doing and points out that in addition to being able to sell the new flavors he stands a good chance to win new customers to his store. Results of these calls are reported weekly to the local com-

Merchandising calls on merchants already carrying the flavors are made next. WAVZ goes after the best point-of-sale positions in the stores for Canada Dry Flavors. If displays are knocked over, set aside or covered, they are corrected or replaced. Stuffers and give-away hand bills are placed near cash registers. If the retailer gives his permission, his customers are served ice-cold samples of the flavors. The retailer is asked what is his best selling brand, and why he thinks so. Results of these calls are also reported to the company each

All-day sampling is done in stores of new customers who give big orders

for the flavors.

The New Haven Paramount Theatre, the local Canada Dry Bottling Co., and WAVZ all worked together recently to promote a kiddie show at which 2,400 children were served free flavor drinks. All advertising and promotion promised that Canada Dry Flavors were to be given free.

The Canada Dry Bottling Company of New Haven, Inc., includes the WAVZ staff in all over-all planning, and members of the company attend the radio station's Canada Dry Flavor workshop meetings to insure follow-through on all plans.

"Such cooperation and enthusiasm from an advertiser recruits every ounce of energy and ability to make his campaign an outstanding success,' says Richard J. Monahan, commer-



CHARLES T. AYRES has been appointed vice-president in charge of radio sales, American Broadcasting Co.

cial manager of WAVZ, "Any advertiser following this example will drain every penny's-worth of effectiveness for the dollar spent with the medium he's using.'

TV and Radio Newscast In Sales Tool Test

Network television or radio news programs—which is the better sales tool for selling paper napkins?

The Hudson Pulp & Paper Co., New York City, would like to know.

Therefore, Hudson is offering about 75c worth of Hudson napkins absolutely free on its regular radio

and television programs.

To enable grocers to cash in, the napkins will be distributed through retailers who will get their full profit on all this free merchandise. Millions of housewives will be offered an opportunity to participate. Each woman who sends in a postal card will receive a strip of four coupons redeemable at her grocers without cost for four packages of Hudson napkins: one package each of the company's table, rainbow, guest, and damask napkins.

The offer is carried on the "Bride and Groom" television show over 35 stations on the full Columbia Broadcasting System television network and also on all the radio programs Hudson sponsors in leading cities nationwide.





BUREAU OF ADVERTISING, ANPA names John C. Ottinger, Jr., (left) to the newly created post of director of sales development, and John C. Blough succeeds him as director of promotion.

Corrections in the Survey of Buying Power 1951

P. 22.... First column, second paragraph from the bottom: The sentences should read: "To do this sm found it necessary to consolidate these 18 New England township areas into 12 areas which follow county lines, thus reducing the 168 officially recognized areas into 162 standard metropolitan county areas. The 18 areas involved are: Boston, Bridgeport, Brockton, Fall River, Hartford, Lawrence, Lowell, Manchester, New Bedford, New Britain-Bristol, New Haven, Pittsfield, Portland (Me), Providence, Springfield-Holyoke, Stamford-Norwalk, Waterbury, and Worchester."

f

ad-

vill

ec-

the

ews

Co.,

w.

ing

ins

dio

the

ugh

ofit

ons

op-

nan

re-

em-

for

ins:

ny's

nask

ride 35

oad-

and

dson

vide.

PA.

ugh

tion.

ENT

PP 58, 62... Second line at top should read 1948 wholesale sales.

P. 100...Food Store Sales, 200 Leading Counties: First column, second county from the bottom; the state for Genesee County is Michigan (instead of N.Y.).

P. 113... Per Family Effective Buying Income—200 Leading Cities: New York City per family E.B.I. should be 5901. Rank should be 48. Lansing, Michigan—Rank should be 47.

P. 120...Little Rock-North Little Rock was omitted from the general merchandise ranking of 200 leading cities because the North Little Rock general merchandise figure had been withheld in the 1948 Census of Retail Trade to avoid disclosure. Therefore we were unable to determine the combined general merchandise figure for the Greater Little Rock area. However, on the basis of the general merchandise sales for Little Rock itself, its ranking should be at least 62nd among the leading cities.

P. 132... Metropolitan County Areas: The state for Greenville, #57, is South Carolina (instead of North Carolina).

P. 142...Metropolitan County Areas: Baltimore, Maryland, population should be 1344.1 (instead of 134.4).

P.155.... Arkansas: Clark Co. % USA Effective Buying Income should read .0078.

P. 224... *Idaho:* Fremont Co. % USA Effective Buying Income should read .0052.

P. 235... *Illinois:* Knox Co. % USA Effective Buying Income should read .0387.

P. 266... Kansas: Logan Co. % USA Effective Buying Income should read .0027.

P. 300... Massachusetts: Haverhill % USA Potential should read .0324.

P. 322... *Michigan:* Kalamazoo Co. % USA Effective Buying Income should be .1031.

P. 342... *Missouri:* Livingston Co. Retail Sales should read \$17,726 th. (instead of \$7,726 th.).

P. 390... New York: New York City Families should read 2407.7 th. (instead of 2399.3 th.). Per Family E.B.I. should read 5901 (instead of 5924).

P. 398... New York: Total Above Cities Families should read 3569.4 th. Per Family E.B.I. should read 5911. N. Y. State total: % USA Potential should be 11.6850.

P. 444... Oklahoma: Sequoyah (bold face) should read Seminole (bold face). Seminole (bold face) should read Seminole (light face, indented). Seminole (light face, indented) should read Sequoyah (bold face, flush).

P. 555... Wisconsin: Manitowoc city Retail sales should be \$31,385 th. % USA Sales should be .0224. % USA Potential should be .0212. Quality of Market Index should be 116.

P. 559... Wisconsin: Total Above Cities—Retail sales should be \$2,-151,242 th.

% USA Sales should be 1.5332. % USA Potential should be 1.3130.

PP. 132, 144, 524... Metropolitan County Areas: Correct figures for Laredo, Webb County, Texas: code 74, population 56.7, % USA .0373, families 13.6, total retail sales 46,441, % USA .0331, food 10,130, general merchandise 6,794, furniture-house-hold-radio, 2,270, automotive 8,028, drug, 1,423; Effective Buying Income 54,205, % USA .0271, per capita 956, per family 3,986; % USA potential .0309, quality of market index, 83.

PP. 132, 144, 562... Metropolitan Gounty Areas: Correct figures for Madison, Dane County, Wisconsin: code 84, population 170.7, % USA .1121, families 50.6, total retail sales 176,154, % USA .1256, food 33,513, general merchandise 19,511, furniture-household-radio, 7,651, automotive 33,068, drug 5,655; Effective Buying Income 249,563, % USA .1250, per capita 1,462, per family 4,932; % USA potential .1226, quality of market index, 109.

PP. 138, 145... Total 162 Metropolitan Counties: population 86,415.8, % USA 56.7391, families 25,637.4, total retail sales 90,141,723, % USA 64.2414, food 20,976,909, general merchandise 12,044,660, furniture-household-radio 5,327,393, automotive 17,469,282, drug 2,469,067; Effective Buying Income 135,811,140, % USA 68.0069 per capita 1,572, per family 5,297; % USA potential 64.6228, quality of market index 114.

PP. 142—145... Ranking of Metropolitan County Areas: Because of the changes in Madison and Laredo Metropolitan County Areas, certain of these rankings are changed.

In Population: Madison ranks 103

In Population: Madison ranks 103 (instead of 161). All areas formerly ranked between 103 and 160, inclusive, now assume one lower rank. Laredo remains 162.

In Total Retail Sales: Madison ranks 102 (instead of 162). All areas formerly ranked between 102 and 161, inclusive, now assume one lower rank. Laredo ranks 162 (instead of 161).

In Net Effective Buying Income: Madison ranks 103 (instead of 162). All areas formerly ranked between 103 and 161, inclusive, now assume one lower rank. Laredo ranks 162 (instead of 161).

*Th*e WIN-AH





WE KNOW BAYONNE'S FAVORITE INSTANT COFFEE

Each week, THE BAYONNE TIMES sends its staff of investigators into a 10% cross-section of all Bayonne retail grocery outlets, Currently a 10 week continuing survey is featuring INSTANT COFFEES. The weekly sales are tabulated by brands, type of outlet, sizes, and other pertinent data.

Send or call for complete details of current and contemplated grocery store surveys.

THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"
NATIONALLY REPRESENTED BY
BOGNER & MARTIN



AVAILABLE TOP FLIGHT — SALES EXECUTIVE

WEST COAST—CALIFORNIA or SO. CALI-FORNIA MANUFACTURERS REPRESENTA-TIVE or DIRECT FACTORY EXECUTIVE SALES POSITION

Excellent contacts commercial refrigeration and air conditioning business both dealer and distributor as well as direct accounts. 38 years of age, college graduate, enviable sales record, hard worker, enthusiastic, desires to stay permanently on West Coast.

Box 2787 Sales Management 386 4th Ave., N.Y.C. 16

SALES CONSULTANT skilled in market research and sales organization seeks association with small or medium sized firm desiring sales in National or Sectional markets through MANUFACTURER'S REPRESENTATIVES in Industrial or Consumer fields. Familiar with Agents Contracts, Sales Promotion, Sales Supervision. Has advised many manufacturers. Age 37, married, presently employed. Prefer East but will relocate. Box 2785. Sales Management, 386-4th Ave., N. Y. C. 16.

Worth Writing for ...

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives

Consumer Analysis of the Spokane Market: Fifth study made for The Spokane-Review and Spokane Daily Chronicle by the Market Research Division of R. L. Polk & Co. It provides information on buying habits, product usage, brand preferences and ownership, comparing results with similar studies made in 1950 and 1949. Its usefulness is further increased through presentation of data in a manner similar to that followed by newspapers making consumer surveys of the market basket type. Advertisers can compare the standings of products in the Spokane market with standings in other cities throughout the country. Write to Norman P. Scott, manager, General Advertising Division, The Spokane-Review and Spokane Daily Chronicle, Spokane, Wash.

A Study of Readers of The Chrisian Science Monitor: Prepared by Daniel Starch. The purpose of the study: (1) to determine the characteristics of income, age, occupation, family size, and education of Monitor readers; (2) gather data on family expenditures for selected products and services; (3) investigate the influence of Monitor advertising on purchasing habits. It is based on 75% of questionnaires returned. The complete results are given, including a copy of the questionnaire. Write to M. Alvah Blanchard, Advertising Manager, The Christian Science Monitor, Boston, Mass.

200 New Ways to Sell More Goods: A 44-page booklet which describes 200 of the best sales ideas developed during the past several months has been compiled by *The New York Journal of Commerce*. It nighlights 20 profitable new twists, 14 inducements that pay off, 25 ideas for sales via new services, 19 profit-

making tie-ins, 18 new ways of dressing up the package, 14 effective give-aways and 8 trade show eye-catchers. There are sections on: New Vending Devices, New Ad Media, Novel Ad Twists, Target-Salesman, Untapped Sales Outlets, Displaying for Profit. The booklet is available for 50 cents a copy by writing to Erwin A. Single, Business Manager, The Journal of Commerce, 63 Park Row, New York 15, N. Y.

Cosmetic Brand Preference Report: Released by The Progressive Farmer, it gives results of a survey recently conducted among subscribers of the magazine. Total returns show the preferred or "regularly used" brands as reported by 468 typical farm families of the South. It also indicates point-of-purchase of each item as well as the former point-ofpurchase, thus showing changes in buying habits. Items covered: face powder, three types of creams, hand lotion, nail polish, deodorants and lipsticks. Write to Paul Huey, Advertising Manager, The Progressive Farmer, Birmingham, Ala.

Match Book Advertising Manual: Put out by Lion Match Co., Inc., it analyzes the survey which was conducted by the Market and Opinion Research Division of the Hooper-Holmes Bureau, Inc., proving the effectiveness of match book advertising, and goes on to show local, regional and national advertisers how to harness match book advertising to solve their particular selling problems. Explained, too, are cooperative advertising programs, dealer tie-ins with national advertising, local promotions. Different match book formats are illustrated. Write to Charles Roberts, Sales Promotion Manager, Lion Match Co., Inc., 250 West 57th St., New York 19, N. Y.

INDEX TO ADVERTISERS

Advertising Checking Bureau 75
Advertising Council
Agency: N. W. Ayer & Son, Inc. Ampro Corporation
Agency: Ruthrauff & Ryan, Inc. Architectural Record
Bardwell & McAllister, Inc
Agency: Elmer W. Ayer, Adv. 89yonne Times
Agency: Kudner Agency, Inc. Buffalo Courier-Express
Agency: John Marier Lupton Company, Inc. Chicago Tribune
Cleveland Plain Dealer
Chemical Week 91 Agency: John Mather Lupton Company, Inc. Chicago Tribune 4th Cover Agency: N. W. Ayer & Son, Inc. Cleveland Plain Dealer 21 Agency: Lang, Fisher and Stashower, Inc. Ross Coles and Company, Inc. 79 Agency: Frank C. Nahser, Inc.
Agency: The Wesley Associates
Davenport Times-Democrat
Agency: Robert W. Orr & Associates, Inc.
Davenport Times-Democrat 60 Agency: L. W. Ramsey Advertising Dell Publishing Co. 11 Agency: Robert W. Orr & Associates, Inc. Detroit News 66 Agency: W. B. Doner & Company Detroit Times 96
Detroit Times
Elks Magazine
Form Journal
Farm Journal
First Three Markets Group
Agency: Rogers & Smith Advertising First Three Markets Group 34 Agency: Anderson & Cairns, Inc. Florida Newspapers 113 Agency: Newman, Lynde Assocs, Inc. Flying Tigers 30 Agency: Heintz & Co., Inc. Forbes Lithograph Co 18 Agency: James Thomas Chirurg Company, Inc.
Flying Tigers
General Auto Rental Co
Agency: Erwin Wasey & Company, Inc.
Jam Handy Organization2nd Cover Agency: Campbell-Ewald Company, Inc.
Holiday 9, 117 Agency: Batten, Barton, Durstine & Osborne, Inc.
Hotel Lennox & Mayfair
Holiday 9, 117 Agency: Batten, Barton, Durstine & Osborne, Inc. The Schuyler Hopper Co. 49 Hotel Lennox & Mayfair 126 Agency: Gardner Advertising Co. Household Magazine 88b Agency: The Buchen Company
Kimberly-Clark Corp
Life
Agency: Smalley, Levitt & Smith, Incorporated
Louisville Courier-Journal 58

es es.

essveers. ing Ad ped fit. nts gle, of ork

leive rev ers OW d" cal

lso ich

ofin ace nd iper-

n-

0.,

ras in-

er-

ef-

ıg,

nal

ar-

ve

X-

is-

12-

15.

il-

ts,

nn t.,

IT

Established national sales organization now handling its own product only, wishes to add one or two established products for promotion of sales, preferably in the eastern part of the country.

Reply to Box 2784, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Market	Statistics				121
Marstell Marylan Agenc	er Co d Glass Co y: VanSant D	orp	Co. Inc	.3rd C	74 over
McClate	:hv Newspa	apers .			32
McGraw Agenc	y: J. Walter /-Hill Publis y: Fuller & S	shing Co	oss, Inc.		19
Appe	Press Sci al y: Warren E.				111
Middlet	own Press Farm Pai	pers			115
Agenc Minneso	y: Olmsted & tee Journal y: Klau-Van I ta Mining & y: Batten, Bai	Pietersom & Mfg	-Dunlap	Assoc., I	nc. 103
Agenc	Business y: Royal & d	eGuzmai	2		4
New Yo	ork News y: L. E. McG ork Times y: Schwab &	ivena &	Co.		
Oklahor	nan & Time y: Lowe Run	s			51
Parade Agend	Northwest y: Western Publication y: Robert V Petry & y: Morey, H I Review y: Charles V he Comic y: Robert W	Agency, is, Inc. V. Orr &	Assoc.,	Inc.	93
R. C.	A. Corpor	ation .			29
Roanok	y: J. Walter e Times & V y: Arthur M	World N Gasma	ews		92
St. Lou	is Post-Disp	patch	na Co		23
St Pai	Dispatch- y: Melamed	Pioneer	Press .		28
St. Pet	ersburg Tin	nes	Inc		
Sales San Di	Managemen ego Union (cy: Barnes C	& Tribun	e Sun .		12:

Seattle Times
Slick Airways, Inc
Slick Airways, Inc
Agency: Walter Weir, Inc.
Stein Bros
Strathmore Paper Co
Agency: Abbott Kimball Co., Inc.
Successful Farming
Sweet's Catalog Service
Telechron, Inc
Agency: James Thomas Chirurg Company, Inc.
Agency: W. N. Hudson
Trans World Airlines
Troy Record Newspapers
True Magazine 6-7
Agency: Sterling Advertising Agency
United Board & Carton Company 88a
Agency: Barlow Advertising Agency, Inc.
Agency: Stanley L. Cahn Co.
WDIA (Memphis)
Agency: Cole & Co., Inc. WFAA (Dallas)
Agency: Ratcliffe Adv. Agency
WGAR (Cleveland)
WHO (Des Moines) 14
Agency: Doe-Anderson Advertising Agency WOAI (San Antonio)
WSJS (Winston-Salem)
Wall St. Journal
Agency: Bozell & Jacobs, Inc. David White Co
Agency: Klau-Van Pietersom-Dunlap Associates, Inc.
Woman's Day 71
Agency: Paris & Peart Woman's Home Companion
Agency: McCann-Erickson, Inc.
Worcesfer Telegram-Gazette 52 Agency: C. Jerry Spaulding, Inc.

Advertising Manager

Available

20 years experience with 2 leading major appliance manufacturers. Thoroughly familiar with all types of media, co-op advertising, markets, production and budget control. Good office administrator. Prefer position with small successful company or as right hand man to busy executive of large company where wide experience would be of value, Will locate anywhere. Box 2786 Sales Management. 386 Fourth Ave., N. Y. C. 16.

SPECIAL ASSISTANT TO THE SALES MANAGER

THE SALES MANAGER

Excellent opportunity for graduate chemical engineer who has had experience in market analysis on new products. Will work as assistant to sales manager of chemical company with eventual opportunity to become product manager. Please submit complete resume of previous experience and salary requirements. Write Box 2788 Sales Management, 386 - 4th Ave., New York 16, N. Y.

SALES EXECUTIVE WANTED

A real opportunity for an experienced sales executive with a proven record in the establishment and merchandising to heating jobbers, dealers, and the building fraternity and field.

PRODUCT—a spectacular, patented, new innovation and development in the warm air heating field—for small homes and multiple dwellings, as well as small business places.

This company one of the largest, operating nationally; over 100,000 of its units sold since the war. Now entering the new construction, heating and building field in a large way.

REQUIREMENTS: Proven experience, with a record of sales management and merchandising ability in these fields. Unquestioned references.

COMPENSATION: Salary and incentive, which will interest the highest type, the best experienced and most capable man. The man we are seeking is undoubtedly now earning in the high five figure bracket.

Our organization knows of this advertisement.

Send full information to Box #2789.

SALES MANAGEMENT 386 FOURTH AVE. NEW YORK 16, N.Y.

COMMENT

WE'RE LEANING ON OUR SHOVELS

Speaking before the NSE meeting in New York, James J. Nance, the able president of Hotpoint, stressed the urgency of the need for sales executives to put their minds and their hearts and their muscles into a much more intensive search for more efficient distribution tools and techniques. He said:

"... marketing technicians have not approached cost reduction in the same manner as engineers and manufacturing people. There is not the constant search for new and better methods, for more precise ways of doing things.

"I must confess my own company is not carrying on a single experiment in distribution methods. That makes us the usual, not the exception. All of us need more venturesomeness and more originality in our marketing approach. We are too wedded to experience and the case history method.

"A year or two from now when we are coming out [from defense rearmament] leadership must come from professional marketing people. It will be up to you to bring new thinking and planning to the tremendous marketing responsibilities of the post-rearmament period. And we will not then have the huge accumulated shortages and the billions of accumulated and hot dollars that were eagerly waiting to smooth our path after World War II."

Mr. Nance is right. We are moving at only a snail's pace in distribution research. Yet when we look at the field of applied science we see the laboratories producing a new miracle almost every Monday morning. The scientists plan, build, test, correct and test again. Dead-ended on one line of inquiry, they start with a new theory. This goes on and on . . . and we get terramycin, orlon, stroboscopic light, jet propulsion, and frozen strawberries for Christmas dinner.

So much of our research in distribution has been limited, as Mr. Nance indicates, to mere attempts to find out and tabulate what people are doing. That's all well and good, because some of us are doing things much more efficiently than others, and to the extent that research of this kind encourages the less efficient to learn from the more efficient, we make a net gain. But more than this, we need to encourage more bold original thinking to the point where we're inventing and testing brand new approaches to some of our common problems.

And the job we have to do is immensely complicated by the fact that all of our procedures in distribution are so significantly modified by the behavior of human beings. We need experiment in applied psychology just as much as we need experiment in sales control.

Entirely too much bragging has been done by all of us because we have indisputably built the world's highest standard of living. But the question isn't how far have we come? . . . but how far have we got to go? As a profession, distribution is still in its infancy. We're going to have to grow up fast.

The thought of what might happen to all of us if the $3\frac{1}{2}$ billions of production expected in 1953 cannot be sold at a profit, in vastly expanded markets, is frightening. For it is not only a problem in domestic economics, but a problem in world politics. We may have to fight for what we have. We hope not. But this we know: we'll surely have to work for it.

WHY AN AUTOPSY?

"Does Sales Management ever publish case studies on concerns which have failed?" we are asked once in a while.

The answer: "Yes, occasionally."

Such stories don't make pleasant reading, nor are they easy to get, if you want to name names and dates.

But there is a place in business paper reporting for detailed examinations of ailing or dead concerns. Doctors perform autopsies for a highly practical reason: It's imperative that they make a critical dissection to find the cause of death. They do it so that they can apply their knowledge to making the living live longer.

Most of the articles which appear in SALES MANAGE-MENT and in other business publications are success stories. And it's right that they are. The business press is a purveyor of ideas on which men have bet their reputations and monies—and booted home winners.

We'd all rather take our golf lessons from Ben Hogan than Joe Doakes, who blows his puts.

In a dynamic economy, it's inevitable that businesses fail. According to Dun & Bradstreet, some 700, mostly retail, concerns go out of business each month.

If we learn something, these failures are not all waste.

There were quite a few eyebrows raised when SALES MANAGEMENT published on April 15, 1950, "Who Killed Waltham?" At the time, we reported:

"Truman, Congress, RFC, Swiss imports and banks get blamed. But blind, dumb or greedy policies of successive managers—who 'economized' on product quality, undermined sales and advertising, and wrecked dealer and consumer relations—all stabbed at the heart of America's oldest watch maker."

If there ever was a blueprint of policies not to pursue this was one. And we suspect that it gave pause to those non-sales minded management people who always are tempted to "economize" the Waltham way.

Now we have another case study, and we're happy we can title it, "Moxie Starts to Stir Again."

Moxie once was bigger than Coca-Cola. But this 75-year-old concern has been in a 20-year tailspin. For an account of the men and their policies who are breathing new life into a famous old product, turn to page 97.

the be ten-

dies in a

for

imthe

AGEccess press repu-

ogan

esses

vaste.

Who

of oct act add acd

those

py we

or an athing

ENT





STOPS THE EYE



STARTS THE SALE



EASY TO SEE



EASY TO REMEMBER



ADVERTISES IN THE HOME



ADDS DISTINCTION AND QUALITY

Sue acts as a powerful Advertising, Merchandising and Selling Tool

Is your package merely a container? Or does it perform double duty as a container and a salesman? Many famous brands have turned to Maryland Blue Glass for packaging that excels in both vital functions. Blue enhances your product and says, "Buy Me!" So follow the lead of many famous brands...pack to attract in Maryland Blue Glass. Write today for samples.

Maryland Glass Corporation . Baltimore 30, Maryland

Maryland Blue.

· Also available in Clear Glass

An advertising program that meets today's tougher competition

The Chicago Tribune Consumer-Franchise Plan!



FACTORY SALES plans today require increased attention to selling at the retail level. Promises of profit on a brand are meaningless to a retailer unless realized by actual sales.

Faced with his own need for turnover and profit, the retailer is cutting down brands per product classification and turning more to self-service. He has little time for shelf-warmers or personal selling.

What the retailer stocks is primarily what the consumer wants. Advertising designed to influence the retailer today means the kind of advertising that delivers the consumer to the store with a pre-sold brand preference.

The Chicago Tribune has worked out a sound procedure by which you can take advantage of the situation at the critical retail level. It is based on a first hand knowledge of Chicago. Proved here, it can be used in other markets.

Because it is integrated with retail thinking and practice, the Tribune plan gets quick support from retailers. Because it develops a definite consumer franchise for a brand, measurable as an important percentage of the buying by consumers, it earns larger inventories and better store display.

If you want a higher volume of sales, here is the way to get it. If you want to get a greater share of the business out, you can use this plan. Whether you sell package goods or big units, you can employ it to start a chain reaction of response and enthusiasm that will put you in a stronger market position.

A Tribune representative will be glad to tell you how you can apply this consumer-franchise plan in your business. Ask him to call. Do it now while the matter is fresh in your mind.

CHICAGO TRIBUNE

THE WORLD'S GREATEST NEWSPAPER

Chicago Tribune representatives: A. W. Dreier, 1333 Tribune Tower, Chicago 11; E. P. Struhsacker, 220 E. 42nd St., New York City 17; W. E. Bates, Penobscot Bldg., Detroit 26; Fitzpatrick & Chamberlin, 155 Montgomery St., San Francisco 4; also, 1127 Wilshire Blvd., Los Angeles 17

